

Training course presented by



United States
Office of
Personnel
Management

Workforce
Effectiveness and
Development

Se/2 student

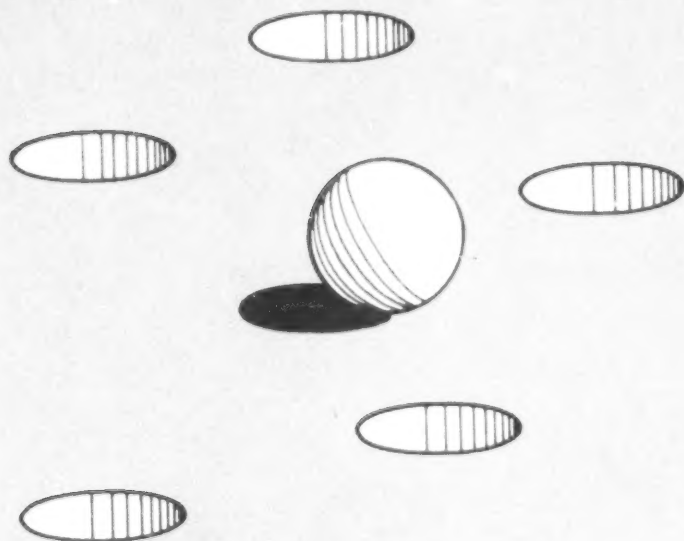
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DEPOSITORY 376

Secretarial Decision Making

Student Manual



Supervisory Development Center

TOC 25AT 6-82

PM 1.8:

PREPARED BY
THE OFFICE OF PERSONNEL MANAGEMENT
SUPERVISORY DEVELOPMENT CENTER

WASHINGTON, DC

JUNE 1982

202-632-6047

FOREWORD

Secretaries have, for years, made decisions about the activities in their sphere of responsibility. The smooth functioning of any office requires secretaries who are skilled in the art of decision making.

Secretaries who know and practice the techniques of good decision making are valuable assets to their offices and their agencies. Skill in recognizing and defining problems, developing alternatives, weighing possibilities, and choosing the best alternative separates the "top" secretary from the average one and increases the effectiveness of the office team.

Decision Making For Secretaries has been designed to give secretaries an in-depth analysis of the factors leading to effective decisions.

FORWARD

Decision-making has, for years, been defined as the selection of
their sphere of responsibility. The second function of any action
regarding decisions who are skilled in the art of decision making.

Decision-makers who know and practice the techniques of good decision making
are valuable assets to their organizations. They are
recognizing and defining the alternatives, weighing
possibilities, and choosing the best alternative. The "top"
secretary from the organization is the effectiveness of the
office team.

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Decision-making for organizations has been designed to give executives
an in-depth analysis of the factors leading to effective decisions.

Dr. [illegible]

1981

1981-1-101

A G E N D A

Session #1

- o Decisions A Secretary Makes
- o The ABC's of Decision Making
- o Separating Facts from Inferences

Session #2

- o Evaluating Your In-Basket Technique

Session #3

- o Group Decision Making

Session #4

- o Quantitative Decision Making

Session #5

- o Decision Tables

Session #6

- o Simplifying A Problem

Session #7

- o Participant "Case Studies"

Session #8

- o Creative Problem Solving
- o Selling Your Idea

Session 41
o Decisions & Decision Making
o The ABC's of Decision Making
o Separating Facts from Inferences

Session 42
o Evaluating Your In-Basket Techniques

blank page

Session 43
o Group Decision Making
Session 44
o Quantitative Decision Making

Session 45
o Decision Tables

Session 46
o Evaluating & Problem Solving

Session 47
o Evaluating "What-If" Scenarios

Session 48
o Creative Problem Solving
o Solving Your Own

OBJECTIVES

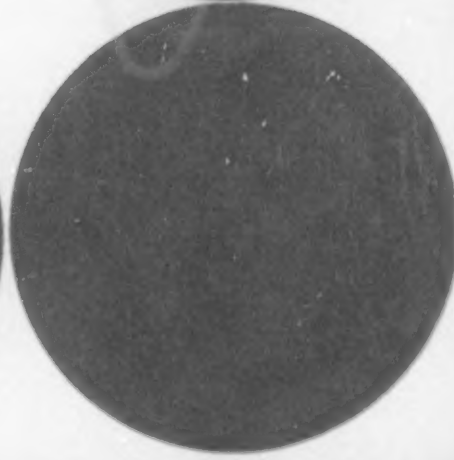
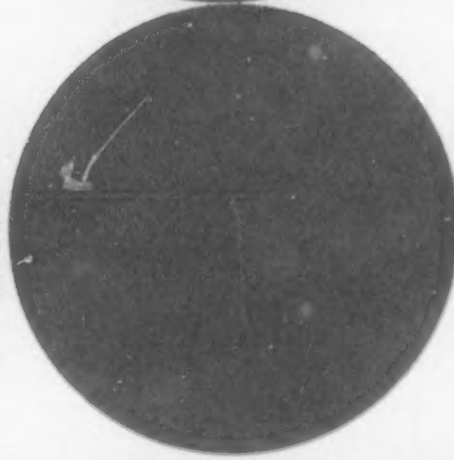
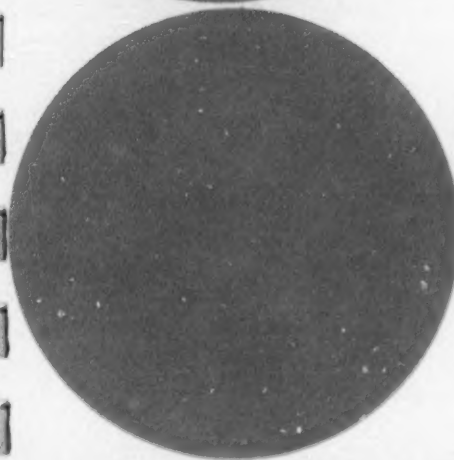
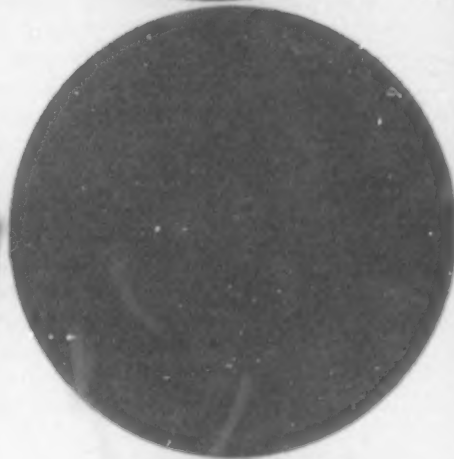
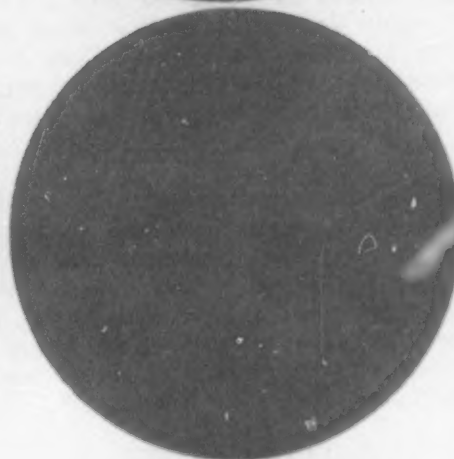
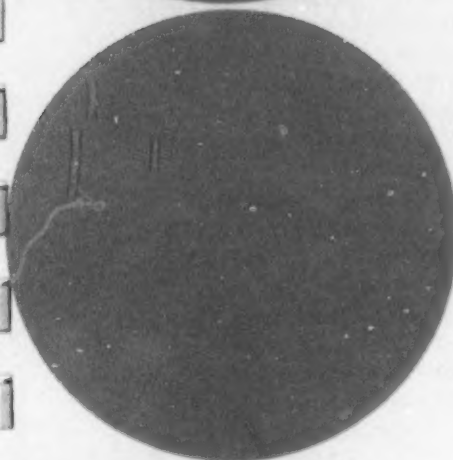
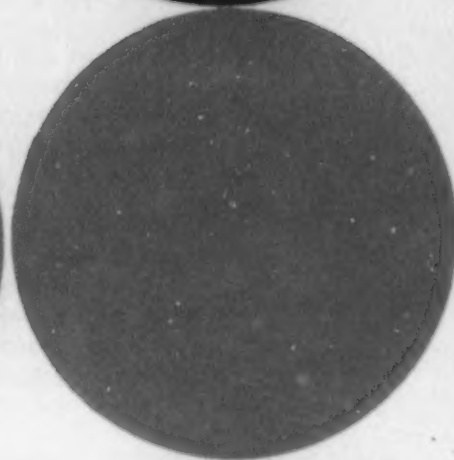
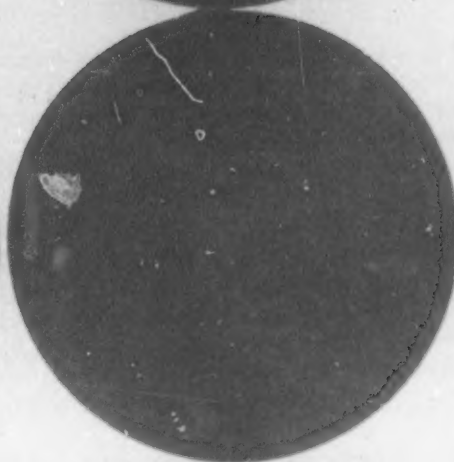
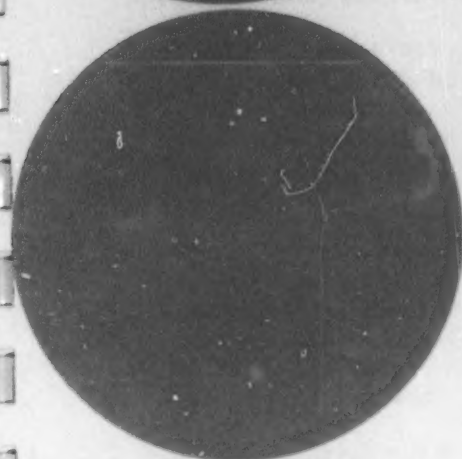
During the workshop, participants will learn to:

- o Apply a systematic approach to decision making and problem solving.
- o Separate facts from inferences while understanding the role of each in decision making.
- o Communicate decisions, problems, and potential problems more effectively.
- o Utilize decision analysis worksheets and Decision Logic Tables.
- o Identify potential group decision situations.
- o Separate job problems from people problems and give each the appropriate treatment.
- o Generate creative alternatives and objectively evaluate each option.
- o Use persuasive techniques in communicating proposed ideas and solutions.

OBJECTIVES

- During the workshop, participants will learn to:
 - Apply a systematic approach to decision making and problem solving.
 - Identify factors from experience which underlie the role of each in decision making.
 - Communicate decisions, problems, and potential problems more effectively.
 - Utilize decision making worksheets and Decision Logic Tables.
 - Identify potential group decision situations.
 - Generate job problems from people problems and give each the appropriate treatment.
 - Generate creative alternatives and objectively evaluate each solution.
 - Use persuasive techniques in communicating proposed ideas and solutions.

session



DECISIONS A SECRETARY MAKES

Secretaries make decisions and solve problems every day. Many secretaries, however, do not think of their actions in quite that light. Decision making is as much a part of the secretary's job as it is the manager's. Of course, differences exist between the kinds of decisions that managers make and those that secretaries make; but no matter whose decision or what kind of problem, the process is the same.

Every time the telephone rings, the secretary is faced with a decision. Often it is based on no more than an unfamiliar name, sometimes merely on the sound of a voice. Proper handling of each call creates a good impression of the office and projects an image of an agency where the people are friendly, helpful, and service minded.

Visitors also pose daily problems for the secretary. Each situation must be handled in a way that will serve the interests of both the manager and the visitor. Every contact with a visitor is an exercise in good or bad public relations. A secretary who excels in the ability to handle people is a key asset in promoting good public relations for the office and the agency.

Mail handling is another area where it is second nature for secretaries to solve problems and make decisions. Every piece of paper that comes across the secretary's desk must be screened. Since the greatest part of any business is carried on through correspondence, it is essential that secretaries exercise good judgment in handling this routine but important job.

Work assignments, office coverage, conferences, staff meetings, travel, files--all present decision making situations for the secretary. Perhaps because handling these duties has become habitual, experienced secretaries do not think of them as decision making. In addition, many secretaries view decision making and problem solving as "managerial" functions which are outside the scope of secretarial responsibility. A secretary is just as much a manager as the supervisor he or she works for. The secretary just manages different things.

DECISIONS A SECRETARY MAKES

DECISIONS A SECRETARY MAKES

Involving People

1. Visitors
2. New employees
3. Telephone calls/callers
 - Business
 - Personal
4. Supervisor
5. Co-workers

Involving Things

1. Incoming/outgoing mail
2. Files/filing
3. Office landscaping/decor
4. Supplies and equipment
5. Work assignments
6. Time and attendance
7. Coffee
8. Coffee breaks/lunch hours
9. Overtime
10. Travel
11. Leave
12. Conferences/meetings
13. Office etiquette/decorum
14. Office coverage
15. Desk/procedures manuals
16. Parking spaces
17. Salary checks
18. Duplicating processes
 - carbon copies
 - printing
 - copying machines
19. Sunshine/sadness activities
20. Promotions
21. Interviews for vacancies
 - secretarial
 - other
22. Awards
23. Training
24. Performance Evaluations
25. Counseling

OBSERVATIONAL AND INFERENTIAL STATEMENTS

How "inference prone" are you? Do you jump to conclusions; confuse inferential statements with factual statements; pass off inferences, guesses, and opinions as if they were statements of fact?

The first step toward increasing your "inference awareness" is to learn the difference between statements of fact and statements of inference.

STATEMENTS OF OBSERVATION*

1. Can be made only after or during observation.
2. Must stay with what one has observed--must not go beyond.
3. Can be made only by the observer. (The observational statements of another are still my inferences, assuming that I have not observed what he has.

STATEMENTS OF INFERENCE*

1. Can be made at any time.
2. Can go beyond observation--well beyond. We can infer to the limits of our imagination.
3. Can be made by anyone.

You do not have a statement of observation if each of these criteria is not met.

INFERENCE/OBSERVATION CHECKLIST*

When it is important for you to distinguish between inference and observation, use the following checklist:

1. Did I personally observe what I am talking or writing about?
2. Do my observational statements stay with, and not go beyond, my observations?
3. When I communicate with others, do I label my inferences as such and get them to label theirs?

*Reprinted from "Communication and Organizational Behavior," by William V. Haney, 1967, with permission of Richard D. Irwin, Inc., Homewood, Illinois.

GENERALIZATION AND INFERENCE STATEMENTS

How "inference terms" are used. Do you jump to conclusions; compare inferential statements with factual statements; pass off inferences, guesses, and opinions as if they were statements of fact?

The third step toward increasing your "inference awareness" is to learn the difference between statements of fact and statements of inference.

STATEMENTS OF INFERENCE

1. Can be made at any time.
2. Can go beyond observation.
3. Can be made by anyone.

STATEMENTS OF OBSERVATION

1. Can be made only after an actual observation.
2. Must stay within what was seen.
3. Can be made only by the observer.

The third step toward increasing your "inference awareness" is to learn the difference between statements of fact and statements of inference.

INFERENCE-OBSERVATION CHECKLIST

1. Is it important for you to distinguish between inference and observation? Use the following checklist.
2. Did I personally observe what I am saying or writing about?
3. Do my observational statements stay within, and not go beyond, my observation?
4. When I communicate with others, do I label my inferences as such and let them to label them?

Reprinted from "Communication and Organizational Behavior," by William V. Derry, 1967, with permission of Richard D. Irwin, Inc., Homewood, Illinois.

session



EVALUATING YOUR IN-BASKET TECHNIQUE

The in-basket technique was developed by management leaders to evaluate executive decision making. The technique proved so successful in teaching managers how to think logically that leaders of secretarial workshops adapted it for their own use. The National Secretarial Association uses an in-basket exercise in its Certified Professional Secretary (CPS) examination to test both the application of a secretary's basic office skills and his or her judgment in a number of situations.

The in-basket technique can be utilized either as a testing device to determine decision making potential or as a training device to improve performance. A wide variety of subjects can be studied through the in-basket technique, including: decision making, supervision, office management, and interpersonal communications.

The in-basket is made up of paperwork that might conceivably be found on the desk of a person in a supervisory or management job. The participant is asked to become familiar with the background material and then to handle the items of paperwork constituting the in-basket. This paperwork might consist of letters, interoffice memos, telephone messages, requests, reminders, complaints, and other items likely to come to the desk of the person holding the job.

In an in-basket exercise, each participant assumes the role of a decision maker who has returned to his or her desk after several days out of the office. This situation allows time for numerous problem situations to develop and end on the decision maker's desk in the form of correspondence.

An in-basket requires participants to use their own judgment and to take any action which seems appropriate. The instructions may not always be as explicit as the participant might like, but this is an intentional part of an in-basket exercise.

In executive development programs, managers must come up with independent solutions to organizational problems. Participants must analyze the in-basket paperwork; decide what action to take on each item; and prepare a written answer for each item, clearly stating their position. Each solution is generally discussed in a group so the participant can test his or her answers against those of others. Later, the participant defends each answer in class and comments on approaches suggested by other members of the group.

Secretaries can use the in-basket technique in their own offices. An office in-basket can be very helpful if it is done in cooperation with the boss. In this way misunderstanding can be avoided, and secretaries can get assurance of their status and an understanding of their authority for independent action.

The procedure for developing an office in-basket is simple: List some possible problems or situations that might occur in your office. The problems can cover a broad range of topics, such as work assignments, performance appraisals, morale, absenteeism, personnel conflicts, and motivation. The problems should consist of letters or memoranda like those received by your supervisors. Each piece of correspondence should pose a separate problem, which can range from trivial to significant.

Analyze the problems and decide what action to take on each item. Then, prepare a written answer for each problem. State your position clearly, and be prepared to defend your course of action. If you have an opportunity, ask your coworkers for their ideas on a particular problem. Another person may mention a completely satisfactory solution that you have not thought about. Group discussion helps everyone clarify his or her ideas.

Next, get your boss' reactions to your solutions. The two of you can then evaluate how well you handled each problem or situation and discuss ways to improve your in-basket technique.

The in-basket exercise can be a meaningful and practical way for secretaries to prepare themselves for greater responsibility.

AGENCY FOR INTERGOVERNMENTAL RESOURCES

IN-BASKET

Background

The Agency for Intergovernmental Resources (AIR) was established to administer programs which involve Federal, State, and local governments and to eliminate duplication in governmental activities. One of the Agency's major functions is to implement the Revenue Sharing Act.

Your office, the Division of Purchasing, has as its function consolidated purchasing for all levels of government. Mr. Bert A. Walters is Director of the Division, and you are his secretary. At the present time, your office does not have a Deputy Director.

The Situation

Time: 8:30 a.m.

Date: Friday, May 27

You have been on sick leave for 3 days. During that time Lucy, the Deputy Director's secretary, has been managing the office. When you arrive at the office today, Mr. Walters has just left with Senators Harris and Warren for a tour of the agency and will not be available until 9:45 a.m. Mr. Walters is not to be interrupted while on the tour. He is scheduled to leave the office at 10 a.m. to take an 11:15 a.m. flight to Denver. Mr. Walters will return from his trip on June 6.

Your Assignment

You find the attached material in your in-basket when you arrive at your desk. Take whatever action you consider appropriate on each item. The items are numbered for easy reference.

On each item, indicate the action you would take and the reasons for your action. Be prepared to present and defend your actions.

CALENDARS

MAY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNE

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JULY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

FIX & PATCH OFFICE FURNITURE, INC.

208 South Sheridan
Wichita, Kansas 67213

May 25, 19xx

Item #1

Mr. Bert A. Walters
Director of Purchasing
Agency for Intergovernmental Resources
Washington, DC 20202

Dear Bert:

We hope you are pleased with the last order of office furniture your agency recently purchased from us. We feel that this furniture, value wise, is one of the best lines we have ever marketed. We find it encouraging to know that we have been able to satisfy Federal Government requirements for the past 18 years.

Since your agency is responsible for procurement of office furniture for cooperating agencies at the Federal, State, and local levels, we are now able to offer substantial discounts on quantity orders. As you know, we carry a complete line of wood as well as metal furniture, in a variety of styles, to satisfy any and all agencies, regardless of budget limitations.

I am currently planning to be in Washington on Friday, June 10 to testify at a hearing before the Interstate Commerce Commission. I expect to be at the hearing until 11 a.m. and would like to discuss our new line of furniture with you at lunch. I will call you and verify this appointment when I get in town. We are about to market a new line of office furniture, which should be very useful to the Government, and I especially want your reactions.

I hope to see you on Friday, the 10th.

Cordially yours,

John Q. Adams

John Q. Adams
President

UNITED STATES GOVERNMENT
Memorandum

**Agency For Intergovernmental
Resources**

Subject: Announcement for AIR NEWS about the
Change in Administrative Officers

Date: May 24, 19XX
In Reply Refer To:

From: Henry Sword
AIR NEWS

Your Reference:

To: Bert A. Walters
Division of Purchasing

Item #2

Will you please OK the following announcement for publication in the
July 15 issue of the AIR NEWS:

Mr. Warren Wilson has been selected for the position of Administrative
Officer. Warren has no Administrative Office experience. However, he
has had other Government experience as a Postman for the Postal Service,
an Auditor for the Internal Revenue Service, and a Position Classifier
for the Air Force and GSA. He graduated from Friends University with a
BA in Political Science and a minor in History. We are certainly looking
forward to having Warren join our staff.

Charles R. Watson

Attorney-at-Law

836 Henson Drive
Hurst, Texas 76053

May 10, 19XX

Item #3

Mr. Bert A. Walters
Director of Purchasing
Agency for Intergovernmental Resources
Washington, DC 20202

Dear Bert,

How are you? It sure has been a long time since Edith and I have seen you and your family. It hardly seems possible that it has been 20 years since our "good old college days." Things sure change, don't they?

Say, Bert, my oldest daughter, Linda, has just completed Junior College here in Fort Worth, and feels like she wants to launch out on her own. She seems especially interested in a Government career (Where have I failed? Ha!). Anyway, when I thought of you and the way you have risen to the top, I began to realize that Government can, indeed, be a challenging career.

Would there be a way of getting her a temporary job this summer in Washington? I know its late, but if anyone could do it, you could.

Looking forward to seeing you all again. Say "Hello" to Karen for me.

Your friend,

Charlie

Charles R. Watson

THE LIONS CLUB

27 Michigan Avenue, NE.
Washington, DC 20006

May 17, 19XX

Item #4

Mr. Bert A. Walters
Director of Purchasing
Agency for Intergovernmental Resources
Washington, DC 20202

Dear Mr. Walters:

I certainly enjoyed talking with you at the National Press Club last month. As I mentioned then, we are delighted that you have accepted the invitation to speak at our annual Governmental Day dinner meeting for the Club on June 13.

We hope to give this meeting a real promotional buildup in the local press, on the radio, and in our own circulars to members and potential members.

By the way, I have not received your biographical sketch and glossy print as yet. We will need these items by May 27, if we are to get the releases out.

Your address is to be featured as the main event of the evening.

Cordially yours,

John S. Tiger
John S. Tiger
President

Item #5

**MEMORANDUM
OF CALL**

TO:

YOU

☒ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

LUCY (Your Assistant)

OF (Organization)

☐ PLEASE CALL → ☐ PHONE NO. CODE/EXT. _____
☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU
☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

Her daughter is ill and she is taking
her to the doctor. She won't be in
until 12:30

RECEIVED BY

JB

DATE

5/27

TIME

8:10 am

STANDARD FORM 63
REVISED AUGUST 1967
GSA FPMR (41 CFR) 101-11.6

GPO : 1971 O - 443-316

63-106

AGENCY FOR INTERGOVERNMENTAL RESOURCES

May 17, 19XX

DENVER REGION

Item #6

MEMORANDUM FOR: Mr. Bert A. Walters
Director of Purchasing
Headquarters Office

SUBJECT: Visit to the Denver Region, May 27-June 6

This memo is a followup to our telephone conversation yesterday. As I mentioned then, I have lined up an appointment for you with Marshall M. Good, City Manager of Denver. In talking with Marshall this morning, I learned that he is extremely interested in getting five copies of the latest amendment to the Revenue Sharing Act, as well as your comments on how the amendment will affect his city. Marshall would also like to have copies of the Congressional Committees Reports (House and Senate) to brief the City Commission. I've exhausted my supply of extra copies.

Since Ed Howard in the Administrative Office was directly connected with the Act, perhaps he can give us the information we need. If Ed has time to assemble the materials, please bring them with you, as revenue sharing promises to be a key topic on next Tuesday's agenda.

We'll try to wind everything up on Tuesday, so you can concentrate on your Chamber of Commerce speech and your Commencement address at the University of Denver. I know your daughter is very thrilled that you were invited to address her graduating class.

See you Friday as planned.

R. A. Davis

R. A. Davis
Director

235903P
 AUGUST 27 1967

Item #7

**MEMORANDUM
 OF CALL**

TO: YOU

☒ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

Julie
 Of (Organization)

Secretary to Director AIR

☒ PLEASE CALL — ☐ PHONE NO. 40150
 CODE/EXT.

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

Important meeting has been scheduled with Senators Smith and Brown for 1 p.m. today. Mr. Walters is expected to attend! Approximate length of the meeting is 45 minutes.

RECEIVED BY	DATE	TIME
JB	5/27	9:05 am

STANDARD FORM 63
 REVISED AUGUST 1967
 GSA FPMR (41 CFR) 101-11.6

GPO : 1972 O - 442-218

But...
Since your work is your
Division for a year, the
you will be able to
for about 2 months or so
time.

AGENCY FOR INTERGOVERNMENTAL RESOURCES

MEMORANDUM FOR: Messrs. Wiley L. Williams
G. W. Midgley
Carroll Soles
Ed Ratliff
Bert A. Walters

DATE: May 26, 19XX

SUBJECT: Retirement Celebration For Mrs. Ima Johnson

Item #8

Mrs. Ima Johnson, Management Officer, will retire June 13, 19XX, after 35 years of continuous service. She is being honored with a dinner party at Trader Vic's on the evening of June 17. The cocktail hour will begin at 6:30 p.m., and dinner will be at 7:30 p.m. Ms. Gloria James, my secretary, is taking reservations, which must be in no later than Friday, June 3.

To make the occasion a memorable one for Mrs. Johnson, we are asking for letters of congratulations from her many AIR friends. If you have the opportunity to write Mrs. Johnson a short note, I am sure she will be greatly pleased. Since we wish to keep these letters as a surprise, will you please address your letter to her but enclose it in a separate envelope addressed to me (to prevent its being delivered directly to her office).

My secretary is also collecting money to purchase a gift for Mrs. Johnson. If you wish to contribute, please contact Ms. James on Extension 25432.

I will appreciate your passing this information on to anyone in your division who might wish to send Mrs. Johnson a letter or contribute toward a gift.

B. Forest White

B. Forest White

Bert:
Since Ima was in your
Division for 6 years, we hope
you will be able to speak
for about 5 minutes at the
dinner. *BFW.*

Item #9



From the desk of

BERT A. WALTERS

5/26

Send a note to Wayne Stevens to
represent me at the staff meeting
on Wednesday.

Memorandum

Agency For Intergovernmental
Resources

Subject: Funds Limitations

Date: May 26, 19XX

In Reply Refer To:

From: Maurine Clarke
Budget Officer

Your Reference:

To: All Divisions

Item #10

This is to advise that our funds for the purchase of office equipment and supplies are nearly exhausted.

Effective immediately, any expenditure exceeding \$50 for the purchase of office equipment, or any expenditure exceeding \$25 for the purchase of office supplies will require the approval of Phyllis Bennett, Chief, Office Services Division.

This memorandum will be in effect until further notice.

To make the necessary arrangements for the purchase of office equipment and supplies, the opportunity to write Mrs. Bennett a short note, I am sure, will be greatly appreciated. Since we wish to keep these letters as a record, will you please indicate your letter in her mail division in a separate envelope addressed to me the person in the mail division, to her office.

My secretary is also collecting money to purchase a gift for Mrs. Bennett. If you wish to contribute, please contact me. Yours in Intergovernmental Resources.

I will appreciate your getting this information to the person in the division who might wish to contribute. Sincerely,
B. Forest Miller

B. Forest Miller

B. Forest Miller

Best:

Since I've been in your
Division for 6 years, I hope
you will be able to assist
for about 5 months or
thereabouts.

Plot-Mot Per Company

Box 1133
St. Louis, Missouri 63141

Item #11

EAST COAST BRANCH
208 Virginia Avenue, NW
Washington, DC 20003

May 23, 1988

Item #11



From the desk of

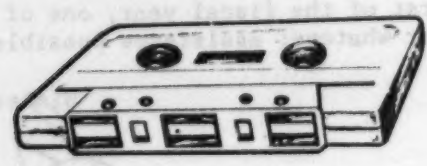
BERT A. WALTERS

5/24

LUCY:

I've reviewed the last five bids on Contract #85621-A and dictated my evaluations and recommendations for awarding the contract.

Attached is the tape. Please have the package ready for me to sign before I leave for Denver. Our Contracting Office needs everything (this includes the ones I've already done) by COB Friday.



INTER-STATE GOVERNMENT
Memorandum
Blot-Not Pen Company

Box 11527
St. Louis, Missouri 86141

EAST COAST BRANCH
208 Virginia Avenue, NW.
Washington, DC 20403

May 23, 19xx

Mr. Bert Walters
Director of Purchasing
Agency for Intergovernmental Resources
Washington, DC 20202

Item #12

Dear Mr. Walters:

As you have probably heard, the Blot-Not Pen Company has recently opened an office in the Nation's Capital. As manager of this new branch office, I am most interested in making your acquaintance for the purpose of helping you stock your office with efficient and attractive tools.

Under separate cover I am sending you a valuable desk set, consisting of two handsome, smooth-writing, gold-inlaid Blot-Not Pens, seated in a genuine alligator covered stand. This little gift is yours to place on your desk, either at the office or in your home, with no obligation. Please accept these pens. I know that you or your family will enjoy them.

Sometime after the first of the fiscal year, one of our representatives will visit you to offer whatever assistance possible.

Sincerely,


B. Blotter
Branch Manager

Item #13



From the desk of

BERT A. WALTERS

5/25

LUCY:

Please type the attached in final form. It is my speech for the annual Governmental Day meeting on June 23.

Get it to the printer no later than Tuesday noon.

CHALK-TALK OFFICE SUPPLIES

1776 Pennsylvania Avenue
Philadelphia, Pennsylvania

May 26, 19XX

Item #14

EAST COAST BRANCH
200 Virginia Avenue, NW.
Washington, DC 20003

Mr. Bert Walters
Director of Purchasing
Mr. Bert A. Walters
Director of Purchasing
Agency for Intergovernmental
Resources
1807 Pennsylvania Avenue, NW.
Washington, DC 20202

Dear Mr. Walters:

We are very much interested in your request of May 12 for information about our line of metal office furniture.

One of our representatives will be working on a project in Washington on July 6 and will get in touch with you to discuss drawing plans for your consideration.

In case you want to consider your possible furniture needs before July 6, we will be glad to send a representative during the month of June.

Yours truly,

Jim Moore

Jim Moore
Office Furniture Department

NOMINATION FOR INTERAGENCY TRAINING

COURSE	1. Course title Decision-Making For Managers	2. Cost \$250
	4. Dates of course June 21-24, 19xx	3. Agency offering course U.S. Civil Service Commission
		5. Location of course (city, State) Washington, DC

NOMINEE	6. Name (First) (Initial) (Last) (Mr., Miss, Mrs.) Bert A. Walters	7. Position title Director Purchasing Division, AIR
	8. Home address (including ZIP Code) 5508 Garland Avenue Anytown, USA	9. Pay plan and grade GS-15
		10. Office telephone (including Area Code) (202) 632-2468
11. Enter here special information required by the course announcement Participants are responsible for travel and per diem arrangements.		

AGENCY	12. Billing address (including ZIP Code) Agency For Intergovernmental Resources 1807 Pennsylvania Avenue, NW. Washington, DC 20202	13. Approving official (Signature and title) <i>John Pappas</i> Deputy Director Agency For Intergov. Resources
		14. Date 4-25-xx
		15. Telephone (including Area Code) (202) 632-5000

Agency For Intergovernmental Resources
Division of Personnel
1807 Pennsylvania Avenue, NW., Room 3225
Washington, DC 20202

Attention: Training Officer

16. Return address of nominating agency (including ZIP Code)

FOR USE BY AGENCY OFFERING TRAINING—DO NOT FILL IN THIS PART	
ACTION	17. Nominee is: ☒ Selected as nominated ☐ Selected for alternative dates (see Remarks) ☐ Not selected (see Remarks)
	18. Remarks Mailed May 26, 19xx Confirmed by Ms. Serwin 747-9000 Last day to cancel w/o charge: June 14, 19xx
	19. First session of class meets June 21, 19xx ~ 9 a.m. Airlie House Warrenton, Virginia

INSTRUCTIONS TO NOMINATING AGENCY

1. Observe the Nominating Criteria and Special Instructions in Course Announcement or Bulletin before completing this form.
2. All requested information, Items 1 through 16, must be furnished. Use typewriter to complete form.
3. Submit the original and the first three copies (do not remove carbons) to the agency offering the training. See Course Announcement or Bulletin for correct address. The agency submitting the nomination may retain the additional two copies.
4. A copy of this form will be returned by the agency sponsoring the training, indicating the action taken on the nomination in the ACTION block.

Item #16

**MEMORANDUM
OF CALL**

TO:

Mr. Walters

☒ YOU WERE CALLED BY—

☐ YOU WERE VISITED BY—

PERSONNEL

OF (Organization)

☐ PLEASE CALL →

PHONE NO.
CODE, EXT.

☐ WILL CALL AGAIN

☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL

☐ WISHES AN APPOINTMENT

MESSAGE

The EOD date for Karen Hoffman, our
new Clerk-Typist is June 1. She will
report to Personnel before coming here.

*Please take
care of the
Orientation
and "Welcome"
to our
Division.
BOW.*

RECEIVED BY

Lucy

DATE

5-26

TIME

10:30 am

STANDARD FORM 63

REVISED AUGUST 1967

GSA FPMR (41 CFR) 101-11.6

5010-108-010-10-0001-1 500-000

63-108



DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
PUBLIC HEALTH SERVICE
HEALTH SERVICES AND MENTAL HEALTH ADMINISTRATION

May 26, 19Xx

FEDERAL HEALTH
PROGRAMS SERVICE

Item #17

Dear Mr. Walters:

I am pleased to inform you that the findings of your recent physical examination and the laboratory tests performed in conjunction with it, were all negative.

It has been a pleasure to have served you in this instance, and we hope that you will feel free to call upon us at any time for whatever services we have available.

Sincerely yours,

Eugene Barnard

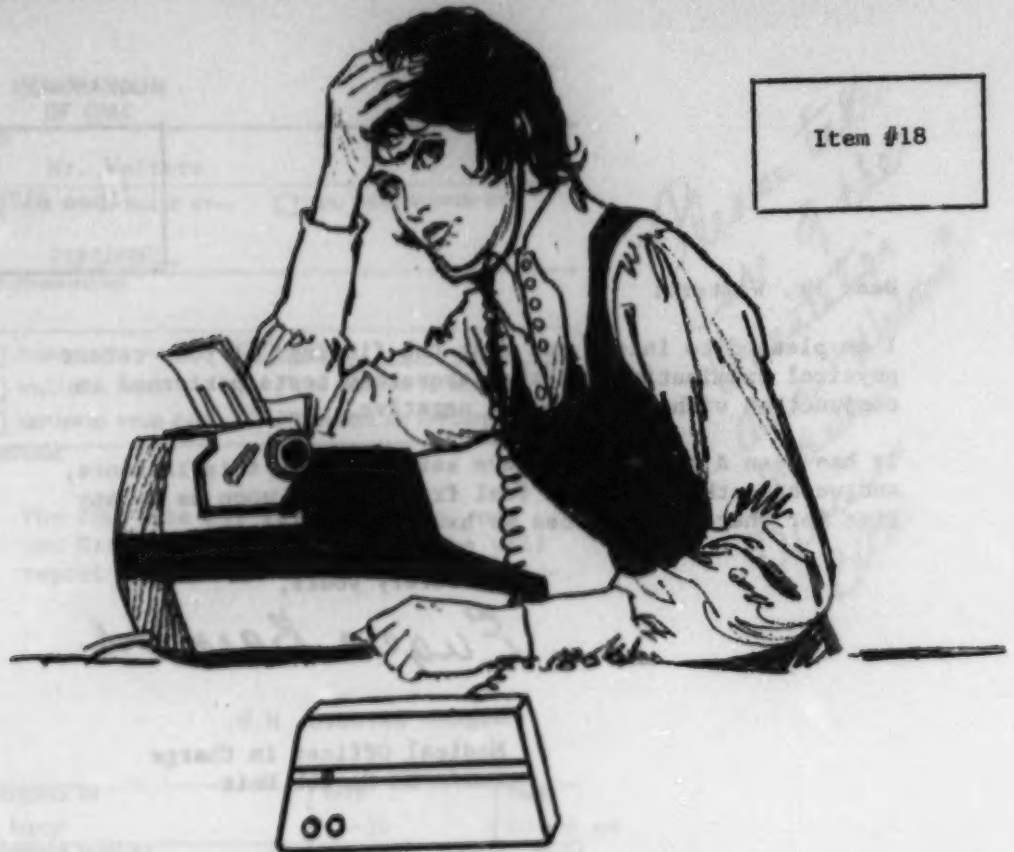
Eugene Barnard, M.D.
Medical Officer in Charge
PHS/DFEH Health Unit

HOW TO GIVE DICTATION

OR:

(how to stop frustrating your secretary!)

Item #18



A ONE-DAY SEMINAR TO HELP MANAGERS AND PROFESSIONAL EMPLOYEES
IMPROVE THEIR DICTATION SKILLS

JULY 13, 19--

U.S. CIVIL SERVICE COMMISSION
WASHINGTON, DC

*Submit as
OF-37 for me
to take this.
B.A.W.*

UNITED STATES OF AMERICA
GENERAL SERVICES ADMINISTRATION

Washington, DC 20406



May 25, 19--

Item #19

GSA BULLETIN FPMR F-55
TELECOMMUNICATIONS AND PUBLIC UTILITIES

TO: Heads of Federal Agencies

SUBJECT: Changes in the Federal Telecommunications System
(FTS) Dialing Procedures

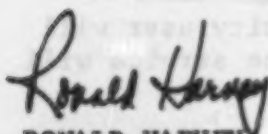
1. Purpose. This bulletin contains information regarding a major modification of the FTS network. This modification will result in new FTS telephone numbers for many users and new dialing procedures for all users.
2. Effective date. The FTS changes discussed in this bulletin are effective July 5, 19--.
3. Background. To continue to provide improved services at the lowest possible cost, a major modification of the entire FTS network has become necessary. The modification will also provide significant technical advantages over the present system.
4. Scope of the modification. Every FTS intercity user will be affected by this change. Commercial telephone service will not be affected by this FTS modification.
5. Description of the change. The present FTS dialing procedure is to dial the FTS access code (usually 8), the area code, and the seven digit number. The new procedure, effective July 5, 19--, will be to dial the access code and the seven digit FTS number. The area code will no longer be required for FTS calls. The FTS telephone number will change in many locations effective July 5, 19--. However, only the FTS number will change, not the commercial number. The public will continue to call the same number as before. The new dialing procedures are described in detail in the "19-- FTS Users Guide" which will be distributed to all users prior to the cutover date.

6. Washington, DC area. Effective July 5, 19--, Washington, DC area users will call non-FTS telephones over the FTS by dialing 8, the area code, and the seven digit number. The "0" will no longer be required.

7. Cutover. The conversion to seven digit dialing will be implemented nationwide during the weekend of July 1 through July 4, 19--. FTS service will be available at all times during the conversion period.

8. Action. To minimize any disruption of agency functions, each agency should make a maximum effort to assist GSA in providing their employees with the new dialing procedures. Sufficient copies of the "19-- FTS Users Guide" will be provided to local agencies for distribution to each FTS user. Informational items, such as flyers and posters, are also being provided each agency for distribution. GSA regional offices will conduct training sessions to further acquaint users with these procedures.

9. Information. Further information may be obtained from the Agency Services Coordination Division, Automated Data and Telecommunications Service, in the GSA regional office serving your area.



RONALD HARVEY

Commissioner, Automated Data and
Telecommunications Service

FED 6 FACTS

Item #20

*See that
every employee
in the Division
gets a copy of
this. B.D.W.*

on Serving the Public: The Extra Step

Wherever you work and whatever you do, you have one thing in common with every other Federal employee—you provide service to the public.

From clerk to Cabinet officer, laborer to skilled craftsman, messenger to manager—each Government employee is hired to serve the American people.

Federal agencies continuously seek ways to improve their services to the public and to be more responsive to the people they serve. Many improvements have been made in recent years, and many more are planned.

For sale by the Superintendent of Documents
U.S. Government Printing Office, Washington, D.C. 20402
Price 25 cents Stock Number 016-000-00801-8

TWA TIMETABLE

Washington/Baltimore

To Denver, Colorado

Leave	Arrive	Flight No.	Stops or Via	Frequency
W 700a	1005a	421/457	St. Louis	ExSu
BWI 810a	1059a	117/193	Chicago	ExSu
W 1010a	1248p	183/417	Chicago	Daily
D 1015a	1204p	203	NON-STOP	Daily
BWI 1100a	150p	107/181	St. Louis	Daily
W 1115a	150p	419/181	St. Louis	Daily
W 225p	512p	481	NON-STOP	Daily
W 400p	716p	449/403	Chicago	Daily
BWI 420p	716p	169/403	Chicago	Daily
W 650p	937p	407/451	St. Louis	ExSa

From Denver, Colorado

800a	W 256p	276/168	Chicago	Daily
800a	BWI 309p	276/162	Chicago	Daily
1000a	W 545p	384/120	Chicago	ExSa
1050a	BWI 716p	456/460	St. Louis	Daily
1200n	W 700p	278/424	Chicago	Daily
145p	BWI 802p	116/438	Chicago	Daily
145p	W 802p	118	NON-STOP	ExSa
400p	D 909p	252	NON-STOP	Daily
450p	BWI 1051p	366/26	Chicago	ExSa

BWI Baltimore/Washington International

D Dulles

W Washington National

AGENCY FOR INTERGOVERNMENTAL RESOURCES

RULES AND REGULATIONS

Part 605--Employee Responsibilities and Conduct

Gifts, Entertainment and Favors

- (A) Except as provided in Paragraphs (B) and (C) of this section, an employee shall not solicit or accept, directly or indirectly, any gift, gratuity, favor, entertainment, loan, or any other things of monetary value, from a person who:
- (1) Has, or is seeking to obtain, contractual or other business or financial relations with the Agency;
 - (2) Conducts operations or activities that are regulated by the Agency; or
 - (3) Has interests that may be substantially affected by the performance of his official duty.
- (B) The restrictions set forth in Paragraph (A) of this section do not apply to:
- (1) Obvious family or personal relationships, such as those between the employee and his parents, children, or spouse, when the circumstances make it clear that those relationships rather than the business of the persons concerned are the motivating factors;
 - (2) The acceptance of food and refreshments of nominal value on infrequent occasions in the ordinary course of a luncheon or dinner meeting or an inspection tour where an employee may be properly in attendance.
 - (3) The acceptance of loans from banks or other financial institutions on customary terms to finance proper and usual activities of employees, such as home mortgage loans; and
 - (4) The acceptance of unsolicited advertising or promotional material, such as pens, pencils, note pads, calendars, and other items of nominal intrinsic value.

- (C) An employee shall not solicit a contribution from another employee for a gift to an official superior, make a donation as a gift to an official superior, or accept a gift from an employee receiving less pay than himself. However, this paragraph does not prohibit a voluntary gift of nominal value or donation in a nominal amount made on a special occasion such as marriage, illness, or retirement.
- (D) An employee shall not accept a gift, present, decoration, or other thing from a foreign government unless authorized by Congress as provided by the Constitution.
- (E) This section does not preclude an employee from receipt of bona fide reimbursement, unless prohibited by law, for expenses of travel and such other necessary subsistence as is compatible with this part for which no Government payment or reimbursement is made. However, this paragraph does not allow an employee to be reimbursed, or payment to be made on his behalf, for excessive personal living expenses, gifts, entertainment, or other personal benefits, nor does it allow an employee to be reimbursed by a person for travel on official business under Agency orders.
- (F) A gift or gratuity, the receipt of which is prohibited by this section, shall be returned to the donor with a written explanation why the return is necessary. A copy of the written explanation shall be submitted to the Agency's counselor on employee ethics and conduct or a deputy counselor for filing in the employee's Official Personnel Folder. When the return of the gift is not possible, the gift or gratuity shall be submitted to one of the above-mentioned officials with a written explanation why the return is not feasible. The counselor or deputy counselor shall turn the gift or gratuity over to a public or private charity or charitable organization.

EMPLOYMENT INFORMATION

district of columbia

district of columbia

- o WORKING FOR THE USA
How to apply for a
Civil Service job
What Government can offer
you as a Federal worker

- o SUMMER JOBS IN FEDERAL AGENCIES

- o WASHINGTON, D.C.
Working, living, learning, playing
where the action is

- o EXPANDING OPPORTUNITIES
Women in the Federal Government

- o TAKE A GIANT STEP - GO GOVERNMENT
Typists
Stenographers
Office Workers

- o FEDERAL WOMEN'S PROGRAM - A POINT OF VIEW

- o THE FEDERAL CAREER SERVICE . . . AT YOUR SERVICE

- o LOST IN THE CROWD?
Typists and stenos don't stay in the
crowd - go Government

- o STANDARD FORM 171

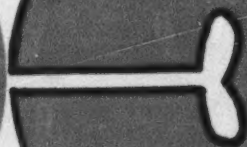
district of columbia

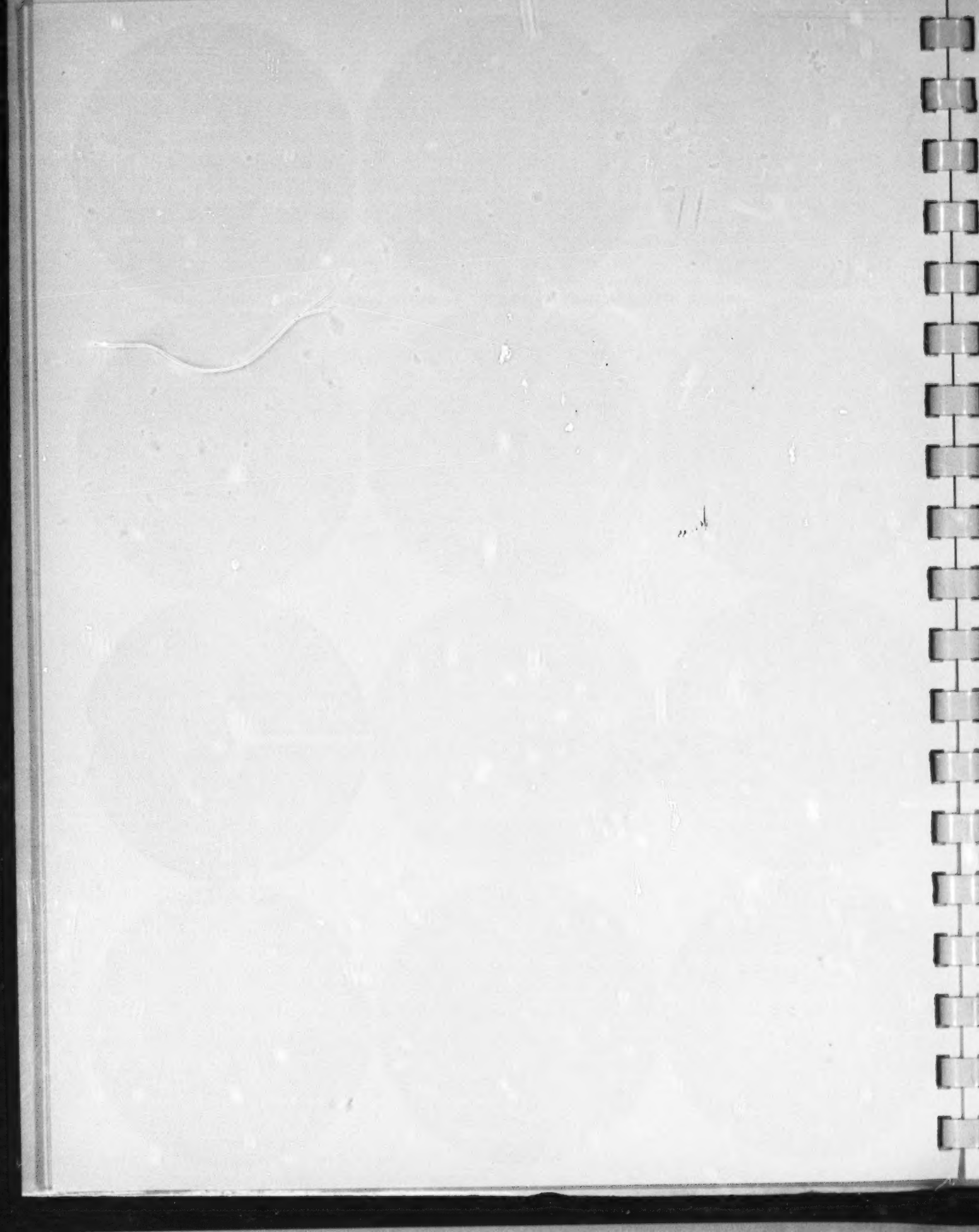
IN-BASKET WRAPUP

Considering the in-basket as a whole, I thought it best to:

- _____ 1. Divide the items into those that should be handled now and those that can wait.
- _____ 2. Do them in order, since it is easier than skipping around and taking up time.
- _____ 3. Respond to the items chronologically, handling the oldest ones first.
- _____ 4. Handle items that are related to each other at the same time.
- _____ 5. Read through all the items quickly to get a general idea of the related problems and urgency of certain problems.
- _____ 6. Not read through all the items before starting, in order to have more time to spend on each item.

session





INDIVIDUAL AND GROUP DECISIONS

Decision making consists of several steps, including: determining alternatives, evaluating each alternative, and selecting the alternative which becomes the decision.

A decision can result from the efforts of one person or the efforts of a group of persons. The approach used depends upon the circumstances. When the individual approach is followed, one person performs all the steps. The group approach, sometimes referred to as participative management or participative decision making, means that management involves subordinates in problem solving and decision making situations which affect the subordinates directly or indirectly.

The degree of involvement can be either a completely democratic style, in which the group decides by consensus and/or majority opinion; or the more common consultative style in which group members discuss, debate, argue, test, and recommend ideas with the understanding that the manager reserves the right to make the final decision and is held accountable for that decision.

Participation helps to develop members of the group and gives them a chance to voice their opinions concerning matters that affect their work. Participation includes the first two steps of the decision making process--it does not involve step three, selecting the alternative which becomes the decision. In other words, the participant takes part in the decision making process, but the decision is made by the individual manager having responsibility for the activity.

If the problem to be solved is one in which high acceptance of the solution is required, participation may be the answer. Problems which might fall into the high-acceptance category include: setting standards on tardiness and absenteeism, setting goals for production, quality and service; improving safety and maintenance; introducing new work procedures; changing standards; and introducing labor-saving equipment.

Group Decision Making is:

Being fair to all members of the group.

A means of getting together different attitudes.

Letting a member tell what he or she thinks should be done to solve a problem.

Group discipline through social pressure.

Cooperative problem solving.

Group Decision Making is not:

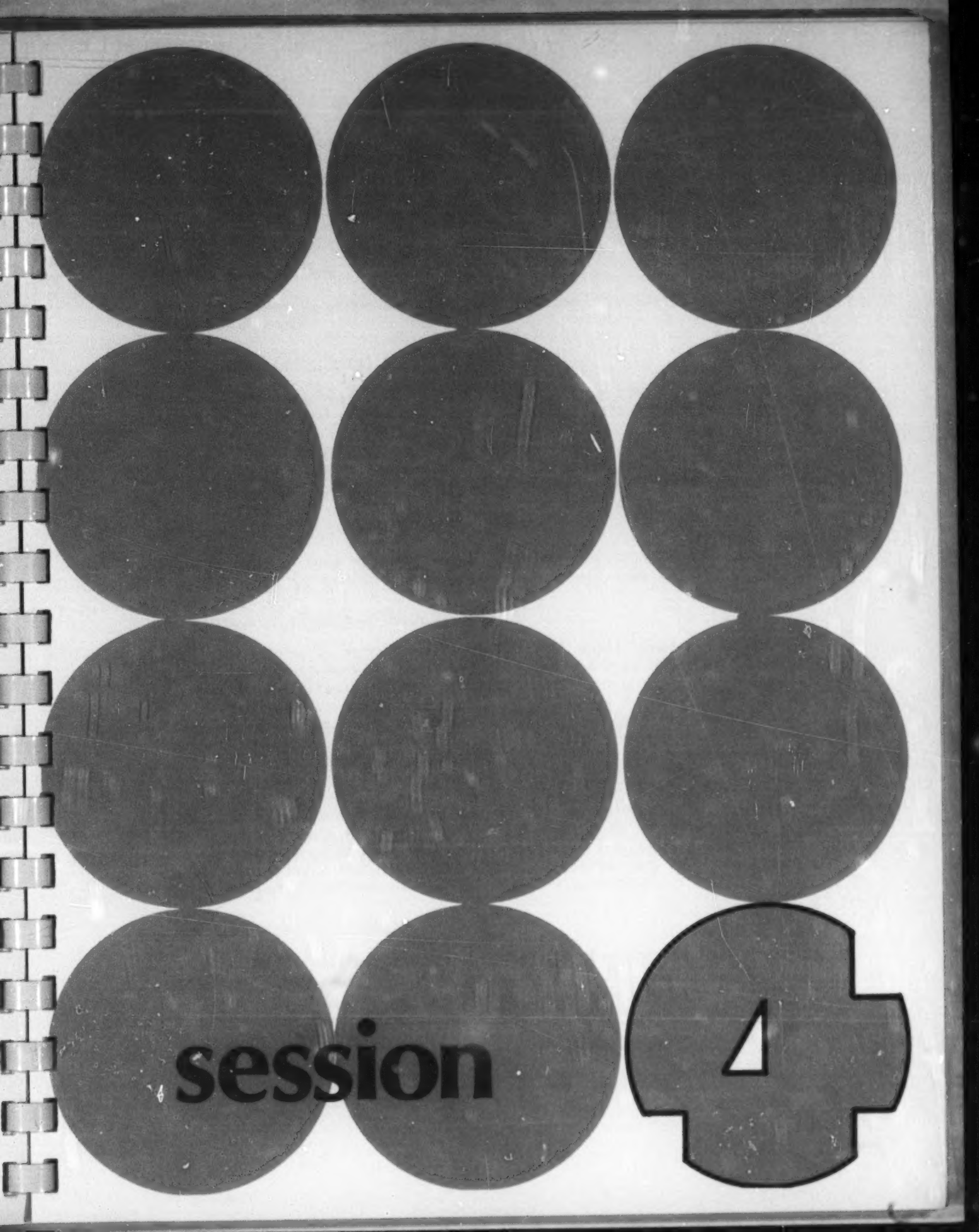
Giving each individual what he or she wants.

Manipulating group members.

Selling the ideas of the supervisor to the members of the group.

Throwing discipline to the wind.

Seeking mere advice through consultative supervision.



session

4

QUANTITATIVE DECISION MAKING

Decisions are always based on judgment, and they always entail risks. You can reduce these risks and plan for the unpredictable future by using a scientific approach to aid your judgment. Here is a technique that will add to your skill as a decision maker and enhance your administrative ability.

Establish Objectives

This step lays the groundwork for your decision and sets criteria against which to choose.

Classify and Rank Objectives as to Importance

Must or Essential objectives have to be met. They help the decision maker recognize and screen out impossible alternatives from the beginning.

Want or Desirable objectives would be nice to have but are not mandatory. Using a high to low scale (example 10 to 1), weigh the Want objectives to determine the importance of each--in relation to the other Wants.

Develop Alternatives From Which to Choose

Come up with as many alternatives as possible--alternatives which meet the standards defined in the Must and Want objectives.

Evaluate Alternatives Against Objectives

Each alternative is assessed against the Must objectives on a Go, No Go basis. If an alternative fails to meet even one Must objective, that alternative is eliminated from consideration.

Using a high to low scale (same as above), score the alternatives on how well they meet the Want objectives. The alternative which best meets each Want objective receives the maximum score. All other alternatives receive scores in relation to the top score.

After all the alternatives have been scored, multiply the weight times the score to obtain a weighted score. The weighted score tells you the performance of the alternative (taking into consideration the facts of performance and the importance of that performance). Add the weighted scores to get a performance total for each alternative.

Choose the Best Alternative

The alternative which receives the highest performance total is the tentative "best" choice.

Assess and Control the Consequences of your Choice

In order to determine whether the tentative decision is "best," you must look at what adverse consequences might result from following that course of action. In addition, assess the consequences of following the other courses of action too.

List as many adverse consequences as you can, and give each a score (high to low) according to the probability (P) of its happening and the seriousness (S) if it did happen. Multiply the two scores (PxS) for each consequence and then total them. This additional analysis will tell you the "best" decision.

EXAMPLE

Subject: Purchase Of Replacement Typewriters For Use In Training Programs For Government Clerical Employees

Purpose of Evaluation: To determine which typewriter would be "best" for use in training programs designed to develop or increase the clerical skills of Government employees

In order to determine which typewriter would best meet the specific needs of the training office, certain questions had to be answered:

1. How do we plan to use the equipment?
 - A. What are the present uses of the equipment?
 - B. What future uses are anticipated for the equipment?
 - C. Who are the users of the equipment?
2. What are our budget limitations?
3. What equipment is being used by other major training offices, schools, and colleges?
4. What equipment is available?
5. What image do we want to project and maintain as a major training center for Government office workers?

An evaluation was then made of four top-of-the line electric office typewriters. Consideration was limited to the four major brands of full-size, heavy duty, electric, office typewriters. The four brands which met our requirements are evaluated on the following page.

ESSENTIAL

BRAND A

BRAND B

1. 13" carriage	13"	13"	
2. Fabric ribbon	Fabric only	Fabric only	
3. Elite type style (12 pitch)	Yes (distinctive elite)	Yes	
4. Low downtime	Yes	Yes	
5. Durability/reliability	Yes	Yes	
6. Simplicity of machine operation	Yes	Yes	
7. Ease of ribbon changing	Yes	Yes	

8. Cost not over \$475

\$464

\$425.50

40

DESIRABLE

	Weight	BRAND A	Sc. Sc.	Wtd. Sc.	BRAND B	Sc. Sc.	Wtd. Sc.
1. Minimum trade-in allowance of \$25	4	\$75 per unit	6	24	\$50 per unit	4	16
2. Guaranteed efficient machine service/maintenance	9	Favorable	9	81	Favorable	9	81
3. VTR's available or available technical support in re-doing VTR's	10	Yes (in New York)	10	100	Not certain	3	30
4. Individual touch control	8	Yes	8	64	No	0	0
5. Page-end indicator	6	Yes	6	36	Yes	6	36
6. Horizontal and vertical halfspace	5	Yes	5	25	Yes	5	25
7. Memory line finder	5	Yes	5	25	Yes	5	25
8. Memory holding feature/dual stroke control	5	Yes	5	25	Yes	5	25

TOTAL

380

TOTAL

238

ESSENTIAL

BRAND D

BRAND C

ESSENTIAL									
1.	13"	13"	13 1/2"						
2.	Fabric ribbon	Fabric available	Fabric available						
3.	Elite type style (12 pitch)	Yes	Yes (prestige elite)						
4.	Low downtime	Low	Low						
5.	Durability/reliability	Yes	Yes						
6.	Simplicity of machine operation	Yes	Yes						
7.	Ease of ribbon changing	Yes	Yes						
8.	Cost not over \$475	\$449.92	\$500						
F. DESIRABLE				Weight		BRAND C		BRAND D	
						Sc		Wtd. Sc. Sc.	
1.	Minimum trade-in allowance of \$25	4	\$50 per unit	4	16				
2.	Guaranteed efficient machine service/ maintenance	9	Favorable	9	81				
3.	VTR's available or available technical support in re-doing VTR's	10	No	0	0				
4.	Individual touch control	8	No	0	0				
5.	Page-end indicator	6	Yes	6	36				
6.	Horizontal and vertical halfspace	5	Yes	5	25				
7.	Memory line finder	5	Yes	5	25				
8.	Memory holding feature/dual stroke control	5	Yes	5	25				

TOTAL

208

TOTAL

QUANTITATIVE DECISION MAKING EXERCISE

As part of its Upward Mobility program, the U.S. Information Agency has established several bridge positions.

Your group must select a person to fill the position of Motion Picture and Television Field Assistant. As a group you must review the supporting material, determine the Essential and Desirable Objectives, and then assign a weight to the Desirables.

After you have completed these steps, your instructor will give you personnel files on the top three candidates for this position. As a final step, your group will choose the "best" person to fill the vacancy.

VACANCY ANNOUNCEMENT

United States Information Agency

An Equal Opportunity Employer
Merit Promotion Program

Position: Motion Picture & TV Field Assistant	Vacancy Announcement No. 7-50
Nc. of Vacancies: One	
Series and Grade: GS-1001-7	
Location: Motion Picture and Television Service	Posted: 9-25-
Office of the Program Manager	Expires: 10-9-
Field Support Staff	

Area of Consideration: US Information Agency
Washington, DC Metropolitan Area

Duties and Qualifications: This is a trainee-level position in information functions. It is also a bridge position. Only employees who currently occupy GS-7 or GS-8 positions are eligible to apply. If an applicant currently at GS-8 is selected, the employee must accept a downgrade with salary savings. The selectee will be given comprehensive on-the-job and formal training to prepare him or her for advancement in the information field. The selectee will be ineligible for reassignment, transfer, or promotion for the duration of the training period, which is one year. At the completion of the training period, the employee will either be restored to a position similar to the one from which he or she was selected (if he or she has not demonstrated adequate potential to advance in the information field), or he or she will be assigned to a career ladder position if adequate potential has been demonstrated. The career ladder has promotion potential to GS-12. Selection for this position does not contain any express or implied guarantee of continued employment in the information field, promotion, or the timing of any possible promotions.

Further information: Applicants with Reinstatement/Transfer Eligibility may apply with Form SF-171 and a copy of your Form 50 (Notification of Personnel Action) showing either career or career conditional Civil Service status

How to Apply: Send completed CSC Form 1178 to the Personnel Division, Room 1556, in time to be received there not later than the closing date shown above.

DEFINITIONS

Upward mobility - actions taken by management to provide intensive accelerated development to equip lower-level employees (GS-9 and below or equivalent in other pay systems) with the skills and specific knowledges necessary to perform in a targeted position. Such a position will be in a career field affording greater growth potential than the position currently held by the employee. Selection for such assignments will be made on the basis of potential rather than proven performance and will incorporate a formalized training plan.

Target positions - those containing duties which employees selected for upward mobility assignments will be trained to perform.

Trainee positions - those containing duties which employees will perform while training for a target position. Will involve a well-defined training program of a definite duration and the performance of assigned tasks under close guidance and instruction with promotion or reassignment to a target position upon satisfactory completion of the training period.

Bridge positions - positions established to "bridge" the gap between a lower-level position and the first rung of an established career ladder or to bridge the gap between a career ladder with lesser career growth to one with greater growth potential. The position then provides an extension to the career ladder. The duties described in the bridge position description provide grade-building experiences to qualify an individual for the next higher-level position in a normal career progression. The training provided for individuals in this type of position supplements or supports the skills and knowledge requirements of the position.

Career ladder - consists of a group of positions, all in the same organizational unit, ranging in grades from the basic entry level to, and including, the full performance level--frequently referred to as the journeyman level. Generally, employees enter a career ladder at the basic entrance level from a civil service register. However, employees with appropriate education and experience can enter at either an intermediate or the full performance level.

Potential - the ability (including desire) to acquire and use skills and knowledges needed to successfully perform higher-level work, specifically in those kinds of occupations and at grade levels which could or will be targets for upwardly mobile employees.

POSITION DESCRIPTION

1. Check one:
Dep't ☒ Field ☐

2. Official headquarters:
Washington, DC

4. Agency position No.

IM-560

5. C. S. C. certification No.

1001.00

6. Date of certification

6-12-

7. Date received from C. S. C.

8. CLASSIFICATION ACTION

(b) Other (specify)

NEW POSITION

ALLOCATION BY	CLASS TITLE OF POSITION	CLASS			INITIALS	DATE
		Service	Series	Grade		
a. Civil Service Commission						
b. Department, agency, or establishment						
c. Bureau	Motion Picture & TV Field Assistant	GS	1001	7		
d. Field office						
e. Recommended by initiating office	Motion Picture & TV Field Assistant	GS	1001	7		

9. Organizational title of position (if any)

10. Name of employee (if vacancy, specify V-1, 2, 3, or 4)

11. Department, agency, or establishment
U.S. Information Agency

c. Third subdivision

Field Support Staff Vacancy

a. First subdivision

Motion Picture and Television Service

d. Fourth subdivision

b. Second subdivision

Office of The Program Manager

e. Fifth subdivision

12. This is a complete and accurate description of the duties and responsibilities of my position

13. This is a complete and accurate description of the duties and responsibilities of this position

(Signature of immediate supervisor)

(Date)

(Signature of employee)

(Date)

Title: Program Manager

14. Certification by head of bureau, division, field office, or designated representative

15. Certification by department, agency, or establishment

(Signature)

(Date)

Title: Administrative Officer, IMV

(Signature)

(Date)

Title: Chief, Media Personnel Office

16. Description of duties and responsibilities

SEE ATTACHMENT

INTRODUCTION

Serves as assistant to, and works under the supervision of a Field Officer who has been assigned the responsibility for promoting, and coordinating the use of IMV-produced and acquired television and motion picture programs, series, and other program materials and equipment in from one to three specific major geographic areas of the world. The incumbent reports to, and receives assignments from the supervising Field Officer. Most assignments are generated by incoming requests for a wide variety of services from field posts and Area Offices. Others are initiated by the Director, Mopix and Television Service, the Office of the Program Manager, and/or the supervising Field Officer.

DUTIES

Composes letters, cables and memoranda relating to program matters for supervisor's signature, in reply to USIS requests for original and acquired programs, program material for use in overseas production, prints, scripts of IMV productions, coverages, interviews, and equipment for Posts. Replies are based upon personal knowledge of the subject and its background and data contained in a wide variety of IMV files and records. Initiates requests for production, acquisition and/or printing, etc. of the production requested; suggests alternative materials, if more effective or cheaper materials can be obtained.

Prepares requests for coverage of specific special events and acquisition of materials from networks. Obtains supervisor's prior approval only when implementation is not clearly consistent with supervisor's policies.

Compiles from newspapers, magazines, trade journals, and intelligence research documents a variety of factual information relative to the status of the medium in other areas of the world, as well as information on IMV programming. Presents this material in a variety of prescribed or personally-developed formats e.g., narrative, tabular, charts, maps, etc., depending upon use (budget backup, programming, inquiries of other Agency elements).

Incumbent receives, analyses, evaluates, interprets, and integrates narrative appraisals, estimates, and statistical information from all available sources concerning the initiation and growth plans of mopix and TV services throughout the world; size and types of audiences in each individual country serviced by IMV programming, and potential audiences to be reached by expanding IMV activities; and effectiveness of IMV programming in terms of subject matter, approach, style, audience tastes, degree of targeting, as they relate to achievement of the Agency's country, area, and global objectives. Incumbent prepares a variety of reports, such as the following:

1. Statistical tables for budget back-up and other purposes, as needed, of numbers of TV transmitters and receivers, in those major geographic areas which pertain to his or her supervisor's sphere of

responsibility, including projections for new stations, increased numbers of receivers, and size of audiences.

2. Individual reports, as called for by Area Assistant Directors, on such subjects as: number and description of IMV programs on space or on science, etc.; extent of usage and effectiveness of IMV programs in a particular area of the world; extent of educational films in various countries; nature and extent of mopix and television in the Communist sphere of influence and use of the media for political indoctrination.

Prepares, or directs and reviews preparation of a variety of forms; e.g., travel authorizations, purchase requisitions, and requests for coverage and distribution of program prints and videotapes, assuring completeness and adherence to established policies and procedures.

SUPERVISORY RELATIONSHIPS

Supervisory guidance usually is oral, and frequently is limited to statements of operating policy and procedural instructions. Supervisory review usually consists of review of finished product in the form of a completed draft of a report or an outgoing message prepared by the incumbent. The incumbent discusses the more complex issues with the supervisor and obtains his or her decision regarding course of action to be followed. Method of approach to an assignment is frequently left to the incumbent's judgment.

Incumbent is regularly obliged to exercise his or her own judgment in answering callers questions regarding IMV program material, its content, applicability, and/or availability to achieve a specific purpose.

Must have adequate judgment, knowledge of IMV operations, and general competence to deal with inquiries from such relatively high level officials as Area Program Coordinators, Policy and Desk Officers, other officials in all parts of the Agency, and persons at all levels in other government agencies, and in the Congress. Similarly, he or she must deal with representatives of private industry, universities, foundations, television stations, mopix industry, etc. In these dealings, he or she often speaks in the name of USIA and discusses matters that are both delicate and complicated. Must deal with representatives of foreign TV networks and mopix industry correspondents, commentators, officials, producers, etc. and here again must exercise tact and judgment.

UNITED STATES INFORMATION AGENCY

The United States Information Agency (USIA) was established as an independent agency of the executive branch of the Government by Reorganization Plan 8 on August 1, 1953. The action was an outgrowth of a number of studies in preceding months dealing with the international information activities of the Government.

Reorganization Plan 8 made the Director of the Agency responsible directly to the President and transferred to the new Agency overseas information responsibilities previously lodged in the Department of State and the Mutual Security Agency. The Plan provided that the Agency continue to receive foreign policy guidance from the Department of State. The Educational and Cultural Exchange Program remained in the Department but for operating convenience it was agreed that the Agency would administer the program overseas.

PURPOSE AND FUNCTIONS

Overseas Information

The United States Information Agency seeks to promote a better understanding of the United States in other countries.

The basic legislative authority for USIA and its predecessor organizations is the United States Information and Educational Exchange Act of 1948, as amended (62 Stat. 6; 22 U.S.C. 1431). It provides for the dissemination abroad of information about the United States, its people, culture, and policies.

Among the means used to accomplish this purpose are radio broadcasting, motion pictures, television, exhibits, personal contact, lectures and seminars, information centers, libraries, English-language instructions, press placement, magazines and other publications, book translation and distribution, and providing facilitative assistance to foreign press and television journalists covering public affairs and developments in the United States. USIA officers abroad also carry out the overseas functions of the Department of State's educational and cultural exchange programs.

Advisory

Another aspect of the Agency's mission is to advise the President, his representatives abroad, and the various departments and agencies on the implications of foreign opinion for present and contemplated United States policies, programs, and official statements.

The Agency's advice on substantive matters having foreign opinion implications takes several forms: communication of comments and ideas by the Director or his Deputies to the White House or heads of departments and agencies concerned with foreign affairs; participation by USIA area officers in the work of the National Security Council Interdepartmental Groups for the various geographic regions; close liaison by USIA area and policy officers with the Departments of State and Defense, and other departments and agencies; assignments of USIA career officers in advisory positions at State and Defense; and dissemination of regular reports of foreign media reaction to actions and policies of the United States to concerned Washington agencies.

At U.S. overseas missions, the head of the U.S. Information Service (USIS), the Public Affairs Officer, provides the Ambassador and members of the country team with professional expertise on matters pertaining to public opinion.

Operations

Agency operations are organized along both geographical and functional (media service) lines. The structure of USIA is shown in the organization chart.

Geographic Area Direction

The seven geographic area offices are the principal Agency contacts with its overseas posts. They participate in the development of information policies, products, and operations in response to the needs of the particular area and direct the conduct of such programs.

Media Services

The Agency's four media services--Broadcasting (the Voice of America), the Information Center Service, Motion Picture and Television Service, and Press and Publications--provide materials to USIS posts abroad for use or adaption by the posts. Other media products are acquired or produced locally by the posts.

The Broadcasting Service (VOA) produces and broadcasts radio programs in English and foreign languages, and operates broadcasting and relay facilities to transmit these programs. Programing includes news, detailed reports from correspondents on the scene and analysis of events

from Washington, presentation of conflicting views, feature programs, and music.

The Information Center Service provides program support and professional guidance and materials to overseas Information Centers and Binational Centers. It promotes the distribution of American books in English and in translation, and the presentation of American music, art, drama, and other cultural activities overseas; operates a worldwide exhibits program and donated books program; and supports English teaching activities at USIS posts.

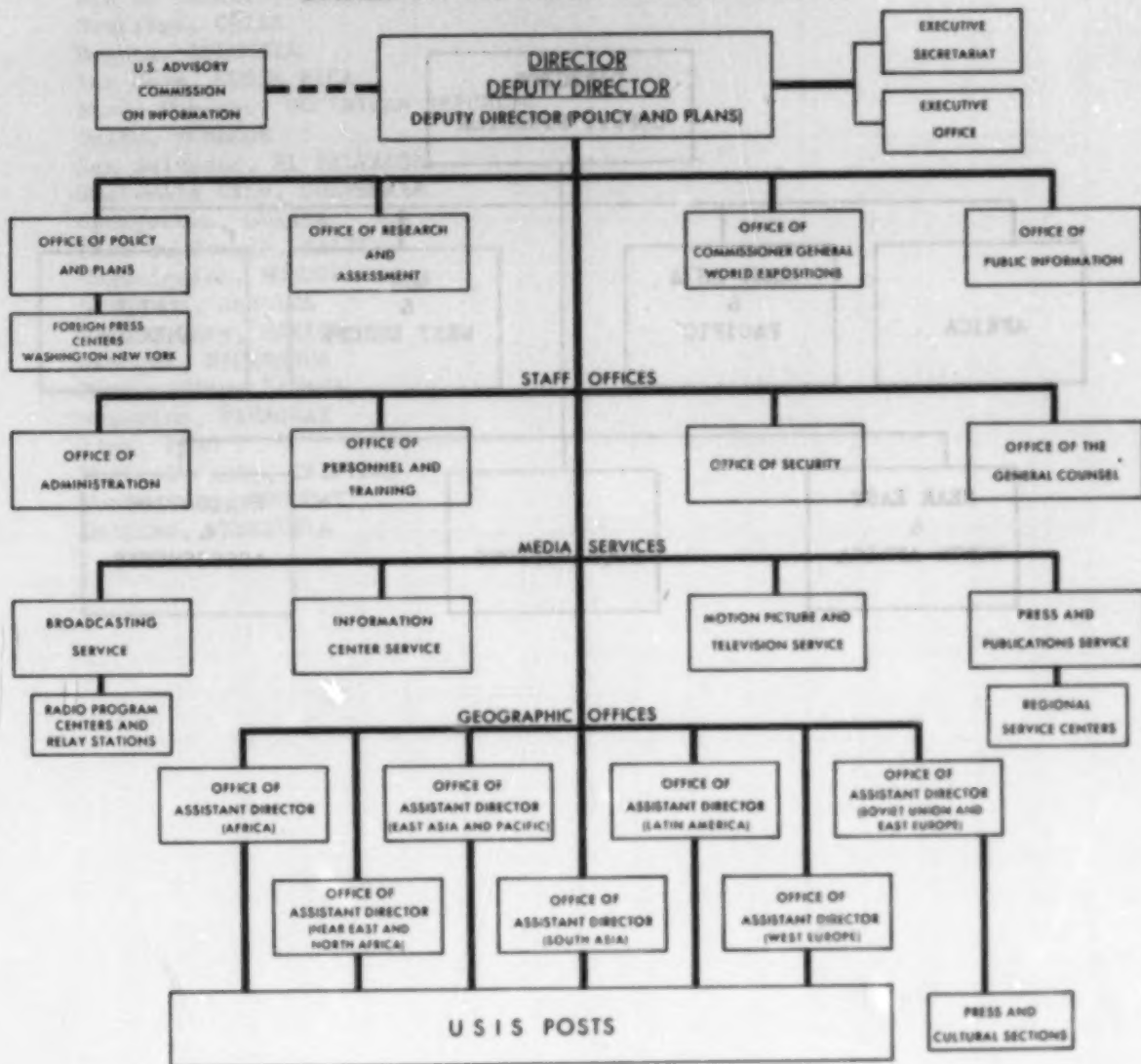
The Motion Picture and Television Service produces, contracts for the production of, or acquires, motion pictures in appropriate languages and prints that support U.S. policies and current objectives. These are shown by USIS posts and in commercial theaters overseas. It also produces or acquires news coverages, TV programs, tapes and live or delayed telecasts via satellite transmission for overseas placement on local TV stations and networks; and provides facilitative assistance to foreign TV teams.

The Press and Publications Service provides USIS posts overseas with a wide variety of editorial materials aimed at selected audiences. It produces the Wireless File; publishes seven magazines; provides posts with pamphlets, reprints, photographs, and picture stories; and operates printing plants at three overseas locations.

Overseas Posts

USIS posts, under the supervision of the Chiefs of Mission, conduct public information, public relations, and cultural activities intended to inform or influence foreign public opinion for agencies of the US Government except for Commands of the Department of Defense.

UNITED STATES INFORMATION AGENCY

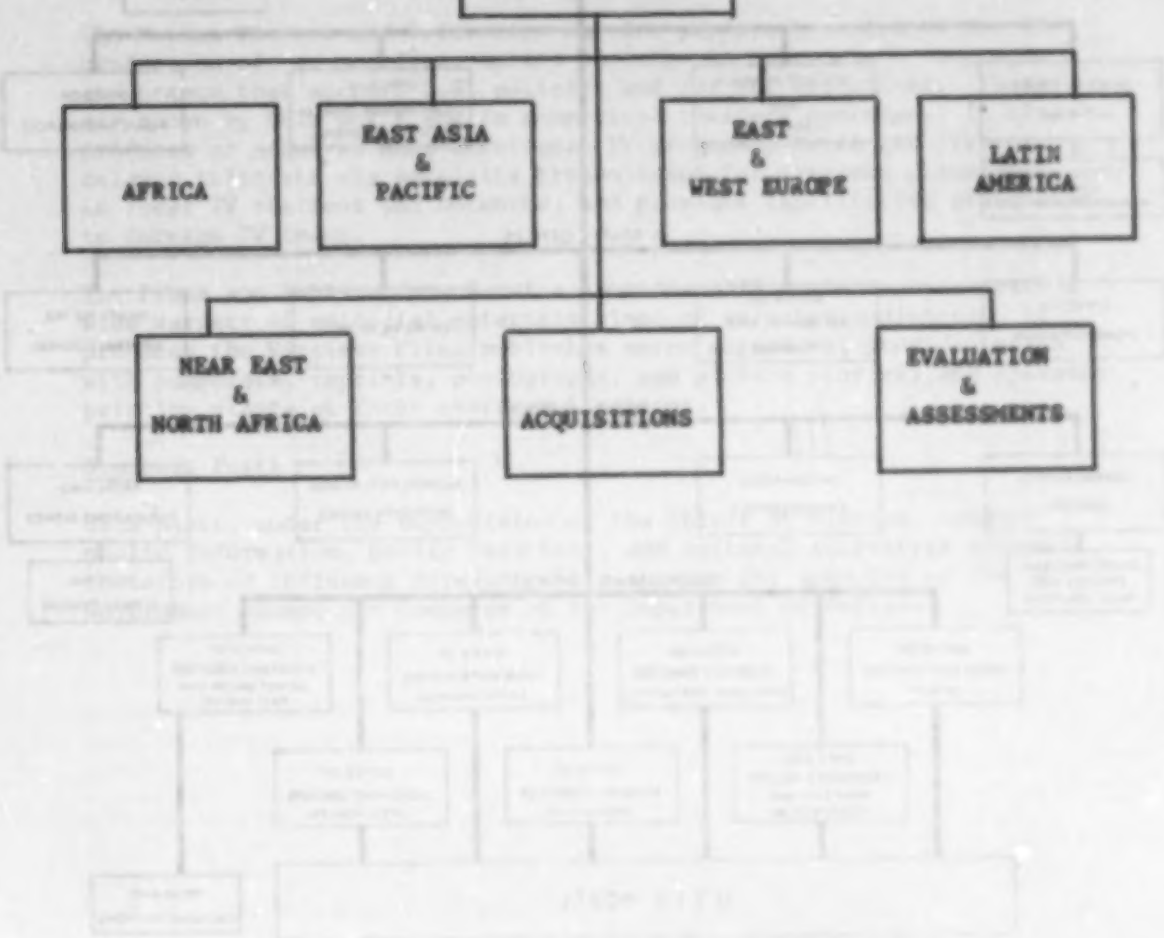


Office of the Program Manager

11

DIRECTOR

DEPUTY DIRECTOR



U.S. INFORMATION AGENCY
Principal Latin American Posts

Buenos Aires, ARGENTINA
Bridgetown, BARBADOS
La Paz, BOLIVIA
Rio de Janeiro, BRAZIL
Santiago, CHILE
Bogota, COLOMBIA
San Jose, COSTA RICA
Santo Domingo, DOMINICAN REPUBLIC
Quito, ECUADOR
San Salvador, EL SALVADOR
Guatemala City, GUATEMALA
Georgetown, GUYANA
Port-au-Prince, HAITI
Tegucigalpa, HONDURAS
Kingston, JAMAICA
Mexico City, MEXICO
Managua, NICARAGUA
Panama City, PANAMA
Asuncion, PARAGUAY
Lima, PERU
Port of Spain, TRINIDAD
Montevideo, URUGUAY
Caracas, VENEZUELA

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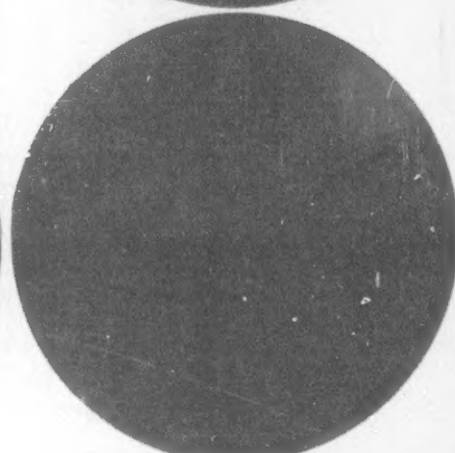
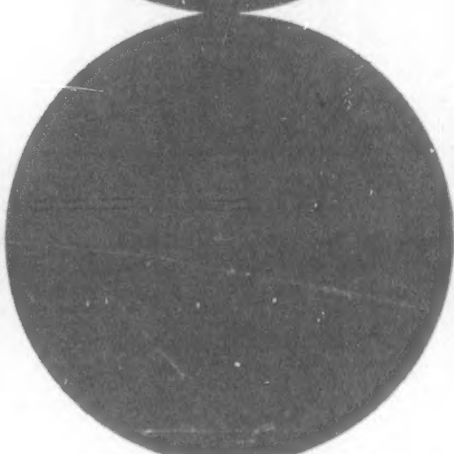
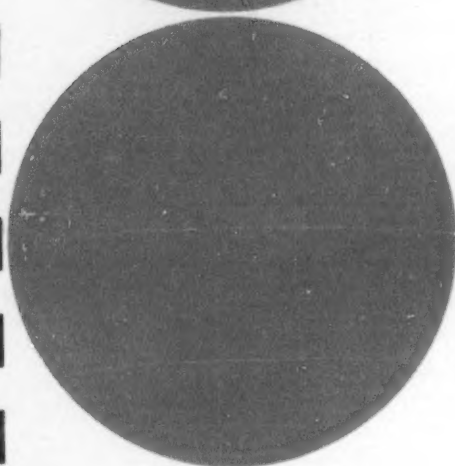
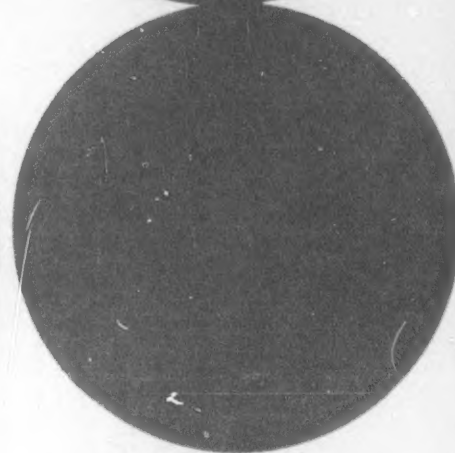
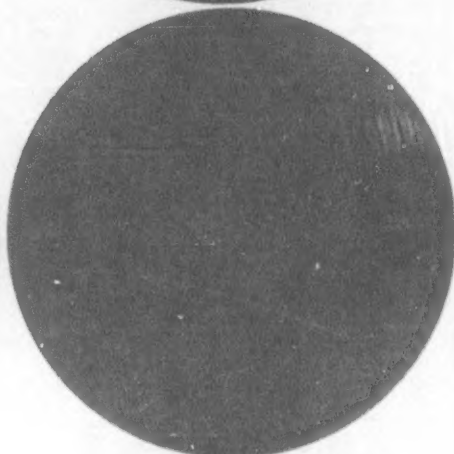
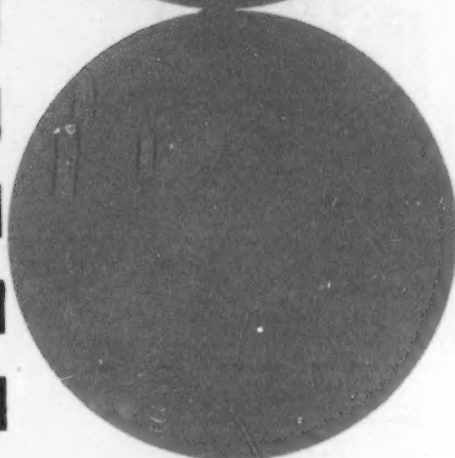
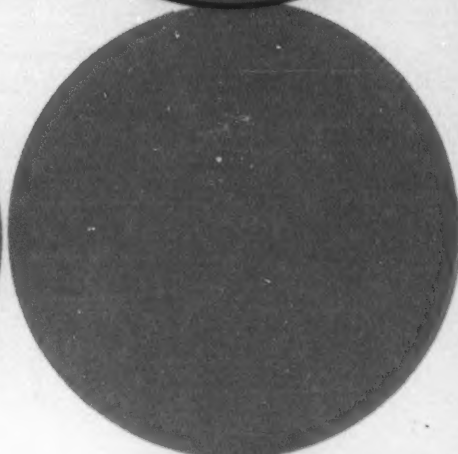
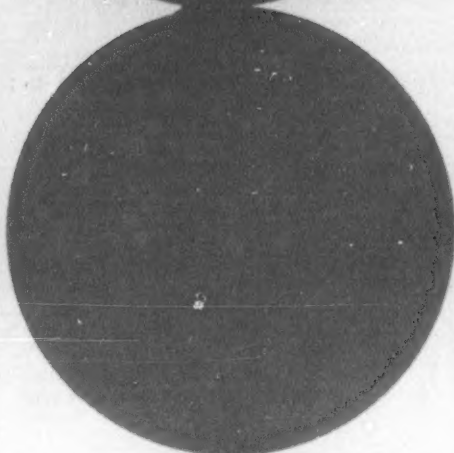
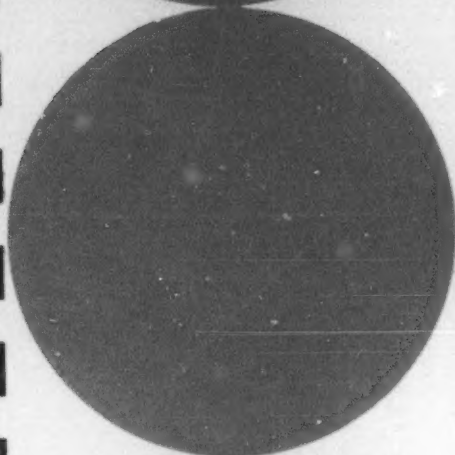
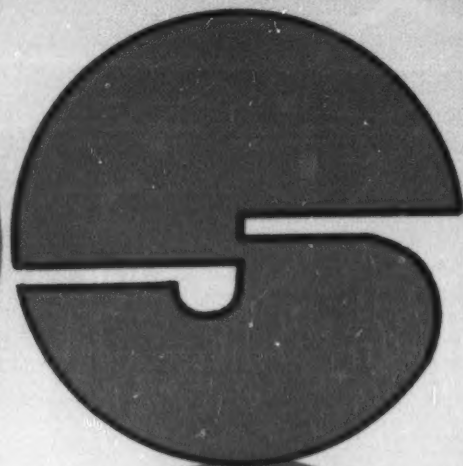
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TOTAL

TOTAL

session



DECISION LOGIC TABLES

CLASSIFIED EMPLOYEES (Effective October 1, 79--)

GRADE	PER ANNUAL RATES AND STEPS									
	WITHIN GRADE RATES AND WAITING PERIOD FOR THE NEXT STEP INCREASE									
	52 WEEKS			104 WEEKS			156 WEEKS			
	1	2	3	4	5	6	7	8	9	10
GS-1	\$5,550	\$5,744	\$5,929	\$6,114	\$6,299	\$6,484	\$6,669	\$6,854	\$7,039	\$7,224
2	6,296	6,506	6,716	6,926	7,136	7,346	7,556	7,766	7,976	8,186
3	7,102	7,339	7,576	7,813	8,050	8,287	8,524	8,761	8,998	9,235
4	7,976	8,242	8,508	8,774	9,040	9,306	9,572	9,838	10,104	10,370
5	8,925	9,223	9,521	9,819	10,117	10,415	10,713	11,011	11,309	11,607
6	9,946	10,278	10,610	10,942	11,274	11,606	11,938	12,270	12,602	12,934
7	11,046	11,414	11,782	12,150	12,518	12,886	13,254	13,622	13,990	14,358
8	12,222	12,629	13,036	13,443	13,850	14,257	14,664	15,071	15,478	15,885
9	13,482	13,931	14,380	14,829	15,278	15,727	16,176	16,625	17,074	17,523
10	14,824	15,318	15,812	16,306	16,800	17,294	17,788	18,282	18,776	19,270
11	16,255	16,797	17,339	17,881	18,423	18,965	19,507	20,049	20,591	21,133
12	19,386	20,032	20,678	21,324	21,970	22,616	23,262	23,908	24,554	25,200
13	22,908	23,670	24,434	25,198	25,962	26,726	27,490	28,254	29,018	29,782
14	26,861	27,756	28,651	29,546	30,441	31,336	32,231	33,126	34,021	34,916
15	31,309	32,353	33,397	34,441	35,485	36,529	37,573	38,617	39,661	40,705
16	36,338	37,540	38,740	39,941	41,142	42,343	43,544	44,745	45,946	
17	42,066	43,405	44,744	46,083	47,422					
18	48,654									

*The rate of basic pay for employees at these rates is limited by section 5308 of title 5 of the United States Code to the rate for level V of the Executive Schedule (currently \$37,000).

U. S. Civil Service Commission

CSC Form 2968-B

IF YOUR TOTAL MARYLAND INCOME IS:		AND THE NUMBER OF EXEMPTIONS IS:									
AT LEAST	BUT NOT MORE THAN	1	2	3	4	5	6	7	8	9	10
		YOUR MARYLAND TAX (Line 12) IS:									
\$5,500.01	\$ 5,600.00	153	113	76	46	22	5	0	0	0	0
5,600.01	5,700.00	158	118	80	49	25	7	0	0	0	0
5,700.01	5,800.00	163	123	84	52	28	9	0	0	0	0
5,800.01	5,900.00	168	128	88	56	31	11	0	0	0	0
5,900.01	6,000.00	173	133	93	60	34	13	0	0	0	0
6,000.01	6,100.00	178	138	98	64	37	15	0	0	0	0
6,100.01	6,200.00	183	143	103	68	40	17	1	0	0	0
6,200.01	6,300.00	188	148	108	72	43	19	3	0	0	0
6,300.01	6,400.00	193	153	113	76	46	22	5	0	0	0
6,400.01	6,500.00	198	158	118	80	49	25	7	0	0	0
6,500.01	6,600.00	203	163	123	84	52	28	9	0	0	0
6,600.01	6,700.00	208	168	128	88	56	31	11	0	0	0
6,700.01	6,800.00	213	173	133	93	60	34	13	0	0	0
6,800.01	6,900.00	218	178	138	98	64	37	15	0	0	0
6,900.01	7,000.00	223	183	143	103	68	40	17	1	0	0

Cities in the East*

	ALBANY, N. Y.	ATLANTA, GA.	BALTIMORE, MD.	BANGOR, ME.	BIRMINGHAM, ALA.	BOSTON, MASS.	BUFFALO, N. Y.	CHARLESTON, W. VA.	CHICAGO, ILL.	CINCINNATI, OHIO	CLEVELAND, OHIO	DETROIT, MICH.	INDIANAPOLIS, IND.	JACKSON, MISS.	JACKSONVILLE, FLA.
ALBANY	988	988	321	366	1091	170	283	712	807	707	466	536	766	1379	1117
ATLANTA	321	671	671	1315	155	1070	876	519	707	467	692	726	539	400	315
BALTIMORE	366	1315	632		1407	233	652	1018	1174	1094	827	892	1136	1635	1426
BANGOR	1091	155	800	1407		1210	932	589	661	499	742	743	492	243	427
BIRMINGHAM	170	1070	400	233	1210		458	781	974	861	640	707	931	1446	1201
BOSTON	283	876	366	652	932	458		781	439		186	249	486	1115	1080
BUFFALO	712	519	391	1018	589	781	439								
CHARLESTON	807	707	690	1174	661	974	520	483							
CHICAGO	707	467	497	1094	499	861	428	202	294						
CINCINNATI	466	692	348	827	742	640	186	268	345	244					
CLEVELAND	536	726	510	892	743	707	249	357	269	251	168				
DETROIT	766	539	565	1136	492	931	486	301	188	104	300	277	631		
INDIANAPOLIS	1379	400	998	1635	243	1446	1115	786	747	678	924	931			
JACKSON	1117	315	794	1426	427	1201	1080	671	1017	783	971	1039	852	597	
JACKSONVILLE	827	428	602	1198	362	964	537	286	304	108	351	363	114	573	766
LOUISVILLE	1217	366	951	1594	247	1340	924	615	548	487	737	726	444	210	672
MEMPHIS	1468	665	1143	1773	765	1539	1431	1043	1377	1133	1322	1387	1197	920	345
MIAMI	1090	251	732	736	201	1126	717	409	452	289	532	544	293	375	577
NASHVILLE	1476	517	1153	1747	359	1556	1248	936	929	820	1060	1077	839	182	568
NEW ORLEANS	147	863	192	450	988	211	367	566	828	635	486	626	716	1232	979
NEW YORK	560	592	249	881	753	543	561	397	874	600	531	699	698	996	661
NORFOLK	233	771	99	541	897	303	360	481	758	571	425	578	639	1153	889
PHILADELPHIA	457	737	230	819	763	576	576	220	233	459	278	127	287	355	893
PITTSBURGH	275	1185	513	128	1325	106	574	895	1089	967	752	817	1037	1552	1293
PORTLAND, ME.	472	545	144	773	697	543	473	309	786	512	443	611	620	944	646
RICHMOND	1016	553	804	1379	503	1188	723	538	291	338	540	513	239	505	881
ST. LOUIS	1331	464	986	1620	552	1383	1263	884	1187	948	1166	1201	1005	678	194
TAMPA	223	783	128	520	915	289	358	513	780	590	435	594	660	1183	921
TRENTON	367	640	39	673	767	440	372	355	687	497	362	516	567	1000	754
WASHINGTON															

DECISION TABLES FOR ANALYZING PROBLEMS

Occupations

Tom, Dick, and Harry are the community butcher, baker, and candlestick maker-- but not in the order shown. Harry watches TV during the week and goes to the movies with his fiancée every Saturday night. Dick sees his psychiatrist once a month because of certain difficulties he has developed from being an only child. Tom is the baker's brother-in-law.

What is the occupation of each man?

	Butcher	Baker	Candlestick Maker
Tom	N	N	Y
Dick	Y	N	N
Harry	N	Y	N

DECISION TABLES FOR DESCRIBING PROCEDURES

Overtime

An employee who works more than 40 hours in a work week and is eligible for overtime shall be paid overtime at the rate of time and a half. An employee who works more than 40 hours in a work week but is not eligible for overtime pay shall be credited with compensatory time. This procedure is one of a series for payroll checks.

	1	2	3
Worked more than 40 hours?	Y	Y	N
Eligible for overtime pay?	Y	N	
Pay overtime at time & a half	X		
Credit with compensatory time		X	
Go to next decision table	X	X	X

DATA TABLE

UNEMPLOYMENT RATES BY PERCENT*

1948-75

	All Workers	Men	Women
1948	3.8	3.6	4.1
1949	5.9	5.9	6.0
1950	5.3	5.1	5.7
1951	3.3	2.8	4.4
1952	3.0	2.8	3.6
1953	2.9	2.8	3.3
1954	5.5	5.3	6.0
1955	4.4	4.2	4.9
1956	4.1	3.8	4.8
1957	4.3	4.1	4.7
1958	6.8	6.8	6.8
1959	5.5	5.3	5.9
1960	5.5	5.4	5.9
1962	5.5	5.2	6.2
1963	5.7	5.2	6.5
1964	5.2	4.6	6.2
1965	4.5	4.0	5.5
1966	3.8	3.2	4.8
1967	3.8	3.1	5.2
1968	3.6	2.9	4.8
1969	3.5	2.8	4.7
1970	4.9	4.4	5.9
1971	5.9	5.3	6.9
1972	5.6	4.9	6.6
1973	4.9	4.1	6.0
1974	5.6	4.8	6.7
1975	8.5	7.9	9.3

*Bureau of Labor Statistics

DETAILED HISTORY

EXAMINATION

Mr. Smith and Harry are the dominating partners, father, and grandfather, mother, but not in the order shown. Harry watches TV during the week and goes to the movies with his father every Saturday night. His own his psychiatrist does a determination of certain difficulties he has developed from being an only child. One is the father's prohibition law.

What is the composition of work team?

Decision Table Worksheet

DECISION TABLES FOR ANALYZING PROBLEMS

11

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DECISION TABLES

Occupations

Tom, Dick, and Harry are the community butcher, baker, and candlestick maker-- but not in the order shown. Harry watches TV during the week and goes to the movies with his fiancée every Saturday night. Dick sees his psychiatrist once a month because of certain difficulties he has developed from being an only child. Tom is the baker's brother-in-law.

What is the occupation of each man?

Decision Table Worksheet

DECISION TABLES

The Newlyweds

Our friends--John, Bill, Dick, Carolyn, Maryann, and Joan--paired off and were married last summer. They are all keen on sports. John was captain of the school football team, Bill is a star basketball center, and Dick is an excellent swimmer. Surprisingly, Dick's wife can't swim.

Carolyn, who has a good eye for a ball, plays golf as her chief sport. Maryann, who by the way is Dick's sister, is a good dancer. Joan, whose husband is very short, is an expert diver.

Can you work out who is married to whom?

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

Matching Occupations and Shirts

Jones, Brown, Smith, and Robinson were either a Driver, a Stoker, a Guard, or a Porter. Each wore either a red, blue, black, or green shirt.

The Driver beat Brown at billiards and Smith and the Guard often played golf with the men in black and green shirts. Jones and the Porter disliked the man in the green shirt, but this was not the Stoker as he always wore a red shirt.

What is each man's occupation and color of shirt?

(Note: You will need to use two tables)

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

Federal Managers

The Regional Commissioner, Budget Officer, Division Chief, and Administrative Officer of a certain Federal agency are Mr. Howard, Mr. Davis, Mr. Burton, and Mr. Watson--but not necessarily respectively.

Mr. Burton served with the Regional Commissioner in the Second World War. Mr. Watson hopes to be the next Regional Commissioner. Mr. Howard and the Administrative Officer like to go to the theater together.

Mr. Burton beats the Budget Officer at gin rummy. Mr. Howard is an artistically-minded young man in his 30's. Mr. Watson never goes to the theater or plays cards.

Who holds what position in the agency?

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

Who Has What Position?

Mr. Smith, Mr. Stevens, Mrs. Brown, Mr. Fields, Miss Alexander, and Miss Anderson are the staff of our agency's credit union. They hold the positions of General Manager, Office Manager, Steno, Clerk, Cashier, and Teller.

The Office Manager is the General Manager's grandson. The Cashier is the Steno's son-in-law. Mr. Smith is a bachelor. Mr. Fields is 25 years old. Miss Alexander is the Teller's stepsister, and Mr. Stevens is the neighbor of the General Manager.

Can you determine who has what position?

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

A Game of Spades

Wayne, Bill, and Bob are married to Mary, Linda, and Julie -- but not necessarily respectively. Wayne's wife and Linda's husband play Mary and Julie's husband at Spades. No wife partners her husband, and Bill does not play Spades.

Who is married to whom?

DECISION TABLE WORKSHEET

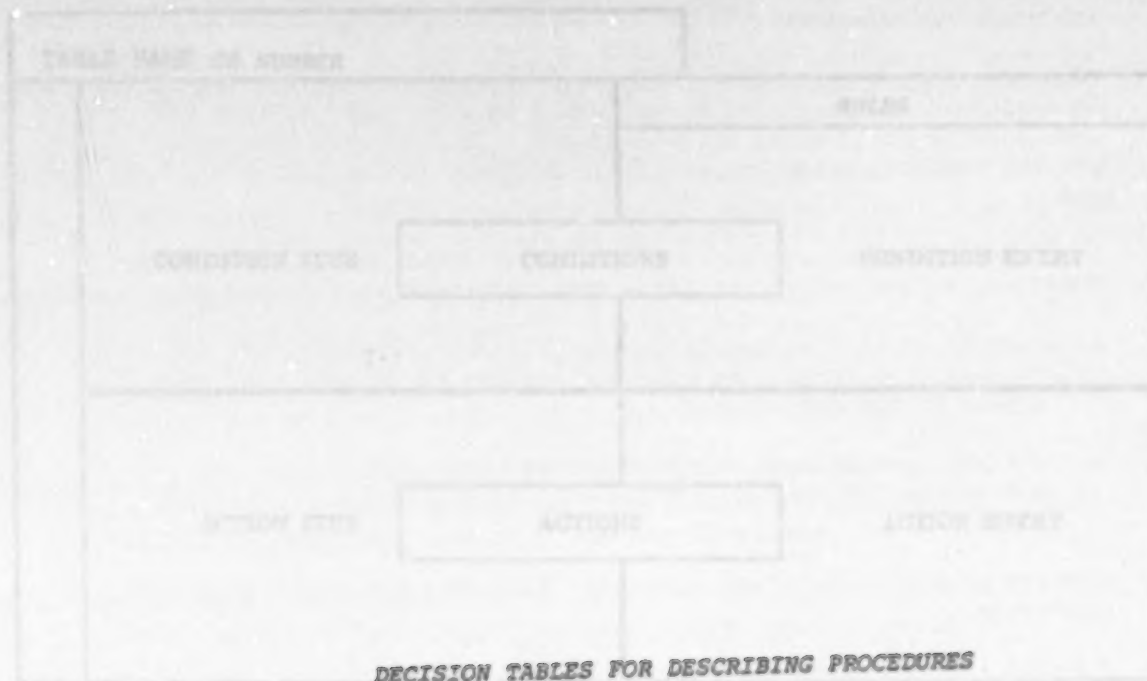
Job

Date

Prepared By

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Format of a Decision Table



CONDITIONS - contains conditions or questions which describe the situation which must arise.

CONDITIONS ENTRY - contains entries which are in conditions.

ACTIONS - contains all possible actions or responses which arise under the conditions.

ACTIONS ENTRY - contains "Y" entries indicating which action to take and which not to take.

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Format of A Decision Table

TABLE NAME OR NUMBER		
RULES		
CONDITION STUB	CONDITIONS	CONDITION ENTRY
ACTION STUB	ACTIONS	ACTION ENTRY

Condition Stub - contains conditions or questions which describe the circumstances that exist.

Condition Entry - contains yes/no answers to questions.

Action Stub - contains all possible actions or outcomes which might result from the conditions.

Action Entry - contains "X" entries indicating which action to take for each set of circumstances.

Designing A Decision Table

1. Carefully review the procedure, regulation, etc. to make sure you understand its goals or objectives.
2. Identify major events, list them, give appropriate titles, and arrange them in a logical sequence. (This step would be especially appropriate if you were working on a series of procedures). If there are many major events, you may want to design several small decision tables rather than one large one.
3. List conditions and actions for each major event or subevent -- one condition or one action per line. The conditions will become your questions.
 - a. Instead of listing conditions or actions separately, you may want to underline conditions once and actions twice each time they appear in the narrative.
 - b. You will notice some duplications and some opposites in the conditions and actions. These will be eliminated in the next step.
4. Analyze your conditions and actions. Eliminate any duplications or opposites.
5. Rewrite the conditions into questions that can be answered yes or no. Use key words rather than long statements.
6. Arrange questions in a sequence which is easy to use and not open to misinterpretation. For example:
 - a. Try to place the questions which deal with the most common cases first, or
 - b. Start with the question which gives the most information, or
 - c. Start with a question which will quickly lead you to an answer outcome.
7. Arrange the actions in the sequence in which they should be performed or the sequence in which they occur. Use key words to describe actions.
8. Put the information on your decision table worksheet. You will need to refer to your narrative to see what actions are necessary for various combinations of the conditions.
9. Complete the decision table and compare it with the narrative to be sure that all circumstances have been covered.

DECISION TABLES

Granting Leave During Hazardous Weather Conditions

The following guidance should be used in determining charges to leave for absence during a general dismissal, based on the individual employee's status at the time of dismissal. (Note: Earned compensatory time off may be used, as appropriate, in lieu of leave).

1. If the employee was on active duty and was excused, there is no charge to leave for the remaining hours of the work shift following excusal.
2. If the employee was on duty and departed on annual leave after official word was received but before the time set for dismissal, leave is charged only from the time the employee departed until the time set for dismissal. (Employees should not be permitted to depart before the time set for dismissal without a charge to annual leave).
3. If the employee was scheduled to report for duty after an initial period of leave and dismissal is given before the employee can report, leave is charged until the time set for dismissal.
4. If the employee was absent on approved leave for the entire work shift, the entire absence is charged to appropriate leave (i.e., annual, sick, LWOP, as applicable).

Design a decision table for the procedure.

Decision Table Worksheet

[illegible]

DECISION TABLES

Granting Leave During Hazardous Weather Conditions (continued)

	1	2	3	4
Employee on active duty?	Y	Y	N	N
Employee excused?	Y	N		
Employee departed before dismissal?		Y		
Employee scheduled for duty after leave?			Y	N
Dismissal before employee reports?			Y	
Entire absence charged to applicable leave				X
No charge for remaining hours following excusal	X			
Charge leave from departure to dismissal only		X		
Charge leave only until dismissal			X	

DECISION TABLES

Overtime

An employee who works more than 40 hours in a work week and is eligible for overtime shall be paid overtime at the rate of time and a half. An employee who works more than 40 hours in a work week but is not eligible for overtime pay shall be credited with compensatory time. This procedure is one of a series for payroll checks.

Decision Table Worksheet

DECISION TABLES

Hiring Clerical Employees

Your agency is hiring several executive secretaries who must be willing to travel occasionally, who take shorthand at a minimum of 90 words a minute, and who type at least 50 words a minute. Persons who meet the typing and shorthand requirements but cannot travel will be offered positions as stenographers. The word processing center needs typists who can type 50 words a minute; shorthand is not required. Hiring will be based strictly on the requirements stated.

Design a decision table for the procedure.

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

Approving or Disapproving An Order

If a customer's credit limit is okay, the order may be approved. If the credit limit is questionable but the customer's pay experience is favorable, then the order may be approved. If, on the other hand, the credit limit is questionable and the pay experience is not favorable, then the order may be approved only if a special clearance has been obtained. If the credit limit is not favorable and the pay experience is not favorable and if no special clearance has been obtained, then the order should be returned to the sales department.

Design a decision table for the procedure.

DECISION TABLE WORKSHEET

Job

Date

Prepared by

DECISION TABLES

Cancellation of Accepted Nominees

Persons who have been nominated for training classes may be cancelled without charge until close of business on the cancellation deadline. The deadline is one week before the class begins. A request for cancellation must be made by the training officer. If an individual nominee directly requests cancellation from the class, he or she should be referred to the agency training officer.

Agencies that cancel nominees after the cancellation deadline will be charged the full course fee, unless the fee has been waived by the Subcurriculum or Center Director.

Design a decision table for the procedure.

DECISION TABLE WORKSHEET

Job

Date

Prepared by

IF THE COURSE IS:	THEN REFER THE CALLER TO:							
	ALLEN, A.	HARRIS, H.	JONES, J.	KEMP, K.	LEE, L.	PETER, P.	SMITH, S.	YOUNG, Y.
Better Office Skills and Service	X		CC		X		X	
Constructive Confrontation and Conflict Resolution		X		X		CC		X
Office Management	CC		X				X	
Proofreading		CC		X		X		
Shorthand Refresher	X		X		CC			
Voice and Diction Improvement		X		CC				X

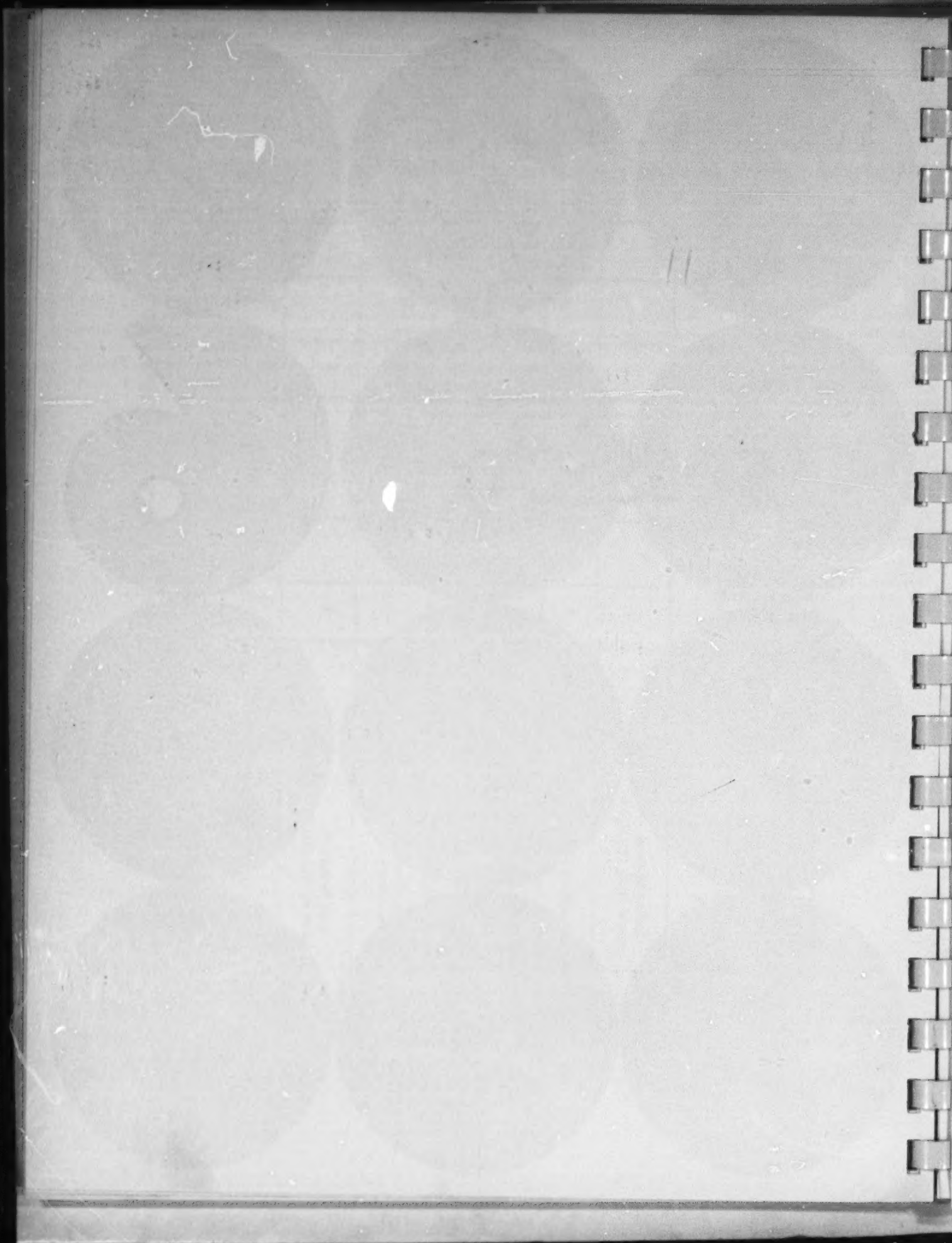
CC = Course Coordinator

X = Others who can give information about the course

A table of this type is used to refer callers with non-routine questions about courses to the proper person. There are 36 courses in the curriculum and 18 staff members who can give information about the courses.

session





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session



PARTICIPANT "CASE STUDIES"

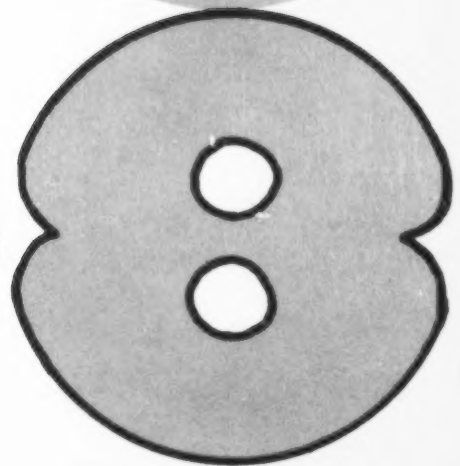
During this session, you will have an opportunity to discuss one of your office problems. Use the Problem Sheet on the following page to outline your problem.

If possible, choose a problem whose solution is primarily at or near the influence and responsibility level of this group (rather than one requiring changes and decisions in "top management" policy or larger "systems" beyond the control of this group).

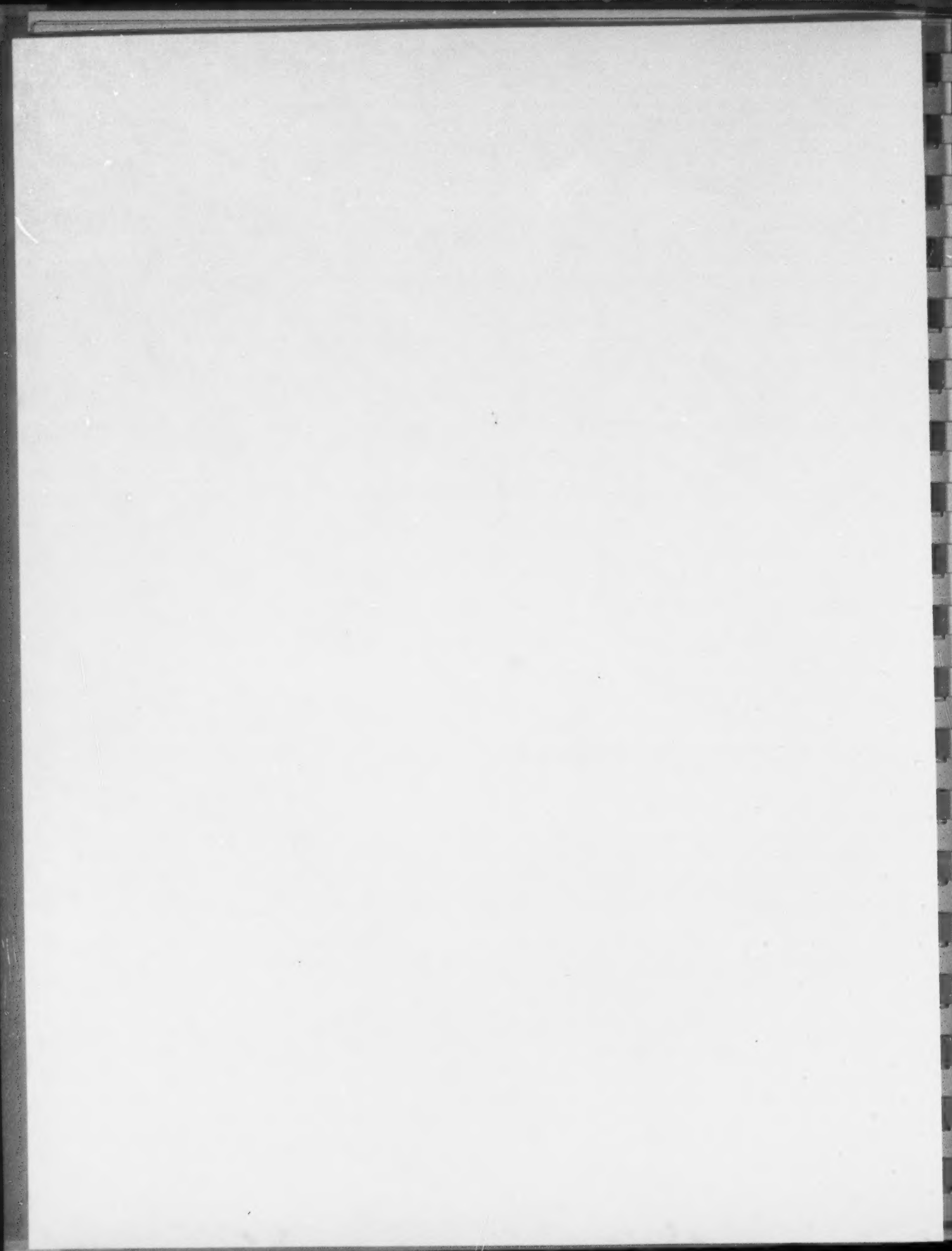
PROBLEM SHEET

1. Statement of my problem:
2. Statement of pertinent facts:
3. Analysis of the facts:
 - a. I think the causes of the situation are:
 - b. I have noticed the following effects from it:
 - c. The place where this happens is:
 - d. The time this occurs is:
 - e. Other pertinent comments are:
4. Possible solutions:
 - a. These solutions have been tried:
 - b. Other possible solutions that occur to me are:
5. Best solution:

session



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SECRETARIAL TASK FORCE REPORT

DEPARTMENT OF STATE

**Texts of Summary and
Committee Reports**

The Secretarial Task Force was established with a mandate to take a good hard look at the role and future prospects for secretaries in the Department of State and the Foreign Service.

The Task Force sought to identify the various ingredients of a secretarial career and examine them. It limited its study to secretaries in the Civil Service working in the Department of State and to Foreign Service secretaries, the vast majority of whom are in the field.

The Task Force considered secretaries to be personal assistants to one or more officers, performing the usual secretarial functions. It excluded clerk-typists and other staff positions.

Seven committees were established with a member of the Task Force heading each and from one to as many as nine other members serving on at least two or three of the committees. The committees were: Attitudes and Social Change, Recruitment, Classification and Promotions, Training, the Assignment Process, Private Industry and Technology and the Secretary, and Morale and Working Conditions of the Secretarial Corps.

Following are excerpts from the Secretarial Task Force Report.

Findings and Recommendations

The Task Force took "a good hard look at the role and future prospects for its corps of secretaries in Washington and in the field." To quote the National Secretaries Association, it found "the troops . . . restless." Over half of 845 secretaries responding to the Task Force questionnaire said they were not satisfied with their careers thus far. That is too many. We asked, "WHAT do the secretaries want?"

WHAT DO THE SECRETARIES WANT?

I sincerely feel that if the general attitude towards secretaries could be changed, most of the resentments and grievances on their part would be resolved.

—A State Department secretary

What do women want?

—Sigmund Freud

This report will not attempt to answer Dr. Freud's question. What we can answer, however, is the question, "What do Department of State secretaries want?"

ANSWER:

Recognition as a body of workers

- who have a legitimate profession;¹
- who are willing to bring to their jobs a sense of professionalism;
- who feel their work is *complementary*, not *secondary* to the work of a supervisor and who feel inherently their *function is important to the overall function of the Department* even in face of the fact the Department often does not seem convinced of that importance;
- who are dissatisfied with their utilization in the Department and in the field and who, as products of their time, with the ever-increasing pressures of social change, resent the dual discrimination they face: they feel looked down on professionally and, in the Foreign Service in particular, still victimized by the remnants of the past attitude that job stratification equates with a class caste stratification;

and finally,

- who do not want to be treated as "little children" or "girls," to be coddled with a "be nice to secretaries" gesture here and there, but who *do want to be accepted as colleagues and treated as a contributing member of a working team.*

¹No one is arguing that a secretary is a lawyer, but a good dictionary definition is: engaged in a specific occupation for pay or as a means of livelihood.

GENERAL

The Task Force found that money, *per se*, is not the object, at least not so far as ceilings or even average State Department salaries at all levels for secretaries are concerned. We are competitive in State with the private sector; in many instances we pay higher salaries and have a better retirement system. The Task Force believes our salaries are justified, given the responsibilities and duties levied upon our secretaries. The secretarial field has a "ceiling" of GS-12 in the Civil Service, FSS-3 in the field, but, as one of the members of the Task Force pointed out, "most jobs have ceilings."

Recognition is a factor which promotion signals. Lack of recognition of work well done, slowness of promotion, the plateauing at FSS-7 or GS-7 levels with little prospect of moving on are critical factors in the dissatisfaction which secretaries find with their careers.

So is underutilization. An executive recruiter from private industry, Lee Maynor of Lee Maynor & Associates of Santa Monica wrote: "Boredom and lack of responsibility are the greatest complaints I hear from executive secretaries. They have minds, and those minds are not being utilized."

The supervisor-secretary relationship came in for a real pummeling. Communication between too many supervisors and their secretaries is too often of the one-way variety. Assistants to officers come in two models, male and female. The male handles protocol, administration, personnel, and other clerical duties (frequently actually done by the secretary but credit claimed by and credited to the male assistant) and is called "staff assistant." The female frequently does all the above, plus the typing and filing, and is called a "secretary."

The Task Force found that while the Department is not the worst offender in continuing to be wed to outdated attitudes towards secretaries in the face of social changes taking place, nonetheless it is guilty in fostering outworn attitudes, treating secretaries as a labor reserve, and failing to tap this potential human resource.

Secretaries believe that there is a greater demand for versatility, judgment, and decisiveness in their profession than there is in many other occupations. Yet there is little understanding, sympathy, or recognition on the part of management. Such recognition efforts as having "Secretaries Week" is regarded by many—especially by those who wrote from abroad—as undignified, demeaning, a pat on the head, eyewash, childish, paternalistic. Many asked that they be treated as a real person all year instead of just one week. One secretary put it this way, "Give us raises instead of roses."

Resentments abound among secretaries. For example, Civil Service secretaries feel Foreign Service secretaries are shown preferential treatment and are treated as an elite. Doing personal favors for supervisors or wives is resented. Manual labor, such as carrying large, heavy burn bags to waste chutes in the Department is resented.

And discrimination rankles. At post secretaries are discriminated against

- in the type of housing and the quality of furniture they receive,
- in the matter of diplomatic status; junior FSO's receive diplomatic status, but not the senior secretary to the Ambassador,
- language training is permitted for officers but not for secretaries, and
- time and effort are spent on developing the careers of officers and little or no time and effort are spent on those of secretaries.

Recruiting, training, and the assignment process all came under scrutiny and frequently were the targets of criticism of our secretaries.

Some of our secretaries want out of the secretarial profession. They find their opportunities too limited. Recent changes in our society have tended to lower the social value of the secretarial profession; this denigration has put pressure on secretaries to want out of the profession.

The Task Force holds strongly to the view that no effort on the part of the Department is too great to identify those within its ranks at all levels who are capable of moving upward within, in this case, the secretarial profession, and moving from it to other positions with greater career advancement possibilities. Unhappily, and putting it bluntly, the chances for moving out of the secretarial field are not good, and curiously, the more senior and more experienced a secretary becomes, the greater the difficulty grows. Upward mobility for secretaries needs further study.

The problems the Task Force found in the secretarial profession in State are similar to those in the private sector. The Committee on Private Industry discovered that private employers could bring a secretarial employee on board within less than 3 weeks after interview as compared to the average 6 months in the State Department because of the security clearance requirement. Although the highest paid executive secretaries in the largest corporations may receive a salary in the \$20,000-\$25,000 range, government salaries compare favorably with those in private industry. Timely salary increases, bonuses, and profit sharing in the private sector are offset by the more attractive retirement and health benefits of the Department of State. The Task Force found that morale among secretaries in private industry is low, underutilization of secretarial skills is a common complaint, and the attitude of supervisors toward secretaries leaves much to be desired. The Task Force concluded that private enterprise has found no panacea for secretarial problems and believes a solution to our problems in State will have to come from within.

The Task Force looked into recent technological developments in the tools of the secretarial profession. It found that private industry has gone far in the use of the "intelligent" typewriter, capable of storing electronically a document and

then typing it automatically as many times as necessary, and in the widespread use of the dictating machine. The use of these tools has led to a new mode of producing the printed word called "word processing."

Although many secretaries in State, particularly the more senior ones, throw up their hands in horror at the very idea of word-processing centers—they call them plain old-fashioned typing pools—private industry and several areas in the Department of State have discovered that where there is a requirement for vast repetitive typing (in the Department: country papers, National Security Decision memorandums, and other policy documents, or an entry to the computer), the use of the word-processing center has made for vastly greater efficiency in production with a concomitant lowering of the present requirements for stenographers and indeed a lowering of the number of typists required.

At the same time, entirely different careers emerge as a result of working in word-processing centers, for instance as director or supervisor of such centers. While this can hardly be called real secretarial work and a real secretarial career, work in a word-processing center should not exclude the participant from branching off into the traditional secretarial role which will undoubtedly be maintained indefinitely for the top-level management officers of any organization, particularly if additional training can be made available.

The Task Force concerned itself with the operations of personnel offices and its findings and recommendations are discussed in the next section.

The Task Force concluded that the indispensable next step is the speedy implementation of the recommendations made by the Task Force in order to assure that the Department will continue to have a strong, intelligent, and dedicated secretarial corps.

In the following pages the most frequently criticized elements are examined in greater detail and recommendations made. For the full flavor of the report and the views of the various committees of the Task Force, it is recommended that their detailed reports, containing analyses of the problems and recommendations to deal with them, be studied.

SPECIFIC

1. Attitudes and Social Change.

We have already commented in the preceding section on attitudes toward secretaries in State. We should add that the secretarial profession is currently buffeted by the paternalistic attitude of the past and, concurrently, in the women's lib movement, new social attitudes which view the secretarial field as an "un-chic" profession—a trap instead of an opportunity. These attitudes have already discouraged and will continue to discourage qualified people from entering the field. Coupled with specific dissatisfactions (rank limitation, slowness of promotion, limited advancement opportu-

nities, underutilization) and strong deterrents to keeping qualified people in the secretarial ranks (and in competition), the Department stands to lose the most.

Only by making the secretarial profession an attractive one—and giving it recognition as a contributing factor in the overall work of the Department—will the Department be able to continue to recruit and keep qualified secretaries. The committee which examined attitudes and social changes found that unhappily many of the attitudes of the past towards secretaries still prevailed in the Department. There remains all too often a gulf between the managerial, professional people and the secretarial, so-called nonprofessional people. Secretaries are too frequently treated as a labor reserve; a secretary is a boss status symbol. "What we really need is a 25-year-old secretary with 20 years of secretarial experience" continues to be the impossible ideal. The committee concluded that the Department, by systematically underrating its secretaries and by its unwillingness to give them more responsibility, was wasting an untapped resource. The committee looked at the views of the new generation. To quote from its report:

Another crucial question is whether the new generation as well as the old will organize and work together to produce changes in the relationship that will free them to contribute to their fullest capacity as skilled professionals. To start to do this they have got to stop putting each other down. Today there are women struggling to escape secretarial jobs; there are also women (people) aspiring hopefully to just such jobs. The one group is not ungrateful nor the other misguided; they are simply in different situations.

The committee also found some of the secretaries wanting in their attitude toward their profession. If secretaries expect to be treated as professionals, they must act like professionals, assume responsibilities as professionals, and demand to be treated as such.

Recommendations:

While many of the recommendations of the Committee on Attitudes and Social Change are found in other recommendations elsewhere, the Task Force does make the following specific recommendations in this area.

1. The Department should reiterate and enforce the Policy on Professional Status and Standards of Secretaries.
2. It should establish formal guidelines for office management (through open communications) for every office and for every supervisor/secretary relationship.
3. Secretaries should be consulted regarding their availability for training, assignment, or TDY details. Secretaries should also take the initiative to inquire about training opportunities and assignments.
4. The Task Force strongly urges the Department to take the lead in abolishing all forms of discrimination currently practiced against secretaries.

II. Underutilization.

The most frequent criticism voiced by secretaries was underutilization. In the questionnaire polling secretaries nearly 50 percent felt they were not properly employed, some 30 percent stating they were overqualified for their present assignments and another 13 percent saying they could do certain jobs done by their superiors. This underutilization is generally of two kinds. The first is the absence of sufficient work *per se* to keep a secretary fully occupied; the second, the assignment of work which makes few demands on the skills of a highly capable secretary. This criticism has posed a real dilemma for the Task Force since it runs head-on into a persistent and continuing demand from management for more overtime for secretaries.

The Task Force addressed itself to this problem. It asked itself the question whether it was in the nature of the work of the Department of State and the Foreign Service to cause such underutilization. It concluded that it was due in some cases to overstaffing and in others to understaffing. The Task Force asked the questions: "Is the system at fault?" "Is the officer at fault?" "Does the supervisor do too much of what a secretary can or should do and possibly would do better?" The Task Force concluded that much of the work currently done by secretaries really could be done by clerk-typists.

Recommendations:

1. Bureaus should be instructed at once to inventory their secretarial positions at home and abroad to determine which are secretarial and which are clerk-typist and promptly reclassify jobs posing under misnomers. Specifically, the audit should determine the officer/secretary ratio to see if workloads are effectively managed; the audit should determine which secretarial positions would more appropriately be filled by clerk-typist positions and should review functions performed by junior officers that could more easily or perhaps more efficiently be done by qualified secretaries. Excess secretaries should be reassigned to other secretarial positions, or if qualified, considered as candidates for an expanded Mustang Program. The Task Force is aware of the possibility that this audit may lead to a broader study—the officer positions to which the secretaries are attached.

2. The Department must examine at once the jobs currently held by junior officers, particularly those of staff aides. Virtually all protocol functions at Missions should be assigned to the senior secretary at the Embassy. Staff aide positions in most of the bureaus can be performed equally well by senior secretaries as well as they are being done now by officers. In fact the transfer of the functions of staff aide, performed currently by junior officers, to the senior secretaries in the Mission or the bureau would result in better performance as well as a saving of officer personnel for other substantive work.

3. The Department should make greater use of the swing or roving secretary. In the areas of the Foreign Service where this practice has been adopted it seems to have worked out successfully. The system should be used in all areas as well as in the Department. It is likely that the introduction of the swing or roving secretary would result in the elimination of a number of secretarial jobs as well as make the work of the remaining secretaries more satisfying.

4. The Department should initiate at once an executive training program for officers. This training should include such factors as how to have self-confidence, how to budget time, how to assemble team workers, how to delegate without losing control, and how to work with a secretary. The real problem is not that officers are unwilling to work with a secretary; it is basically their lack of knowledge regarding how to work with themselves—they pass the Foreign Service officer examination and that, *ipso facto*, is supposed to be all they need to know to function. They are given little guidance regarding what they are supposed to do. They're afraid they will miss something if they delegate any piece of paper to a secretary.

This training should start at the very beginning of an officer's career even though it is unlikely he or she will have the opportunity to work full time with a secretary for some time. Provisions should be made for refresher courses as officers progress up the ladder.

5. FSI courses should be examined in order to inject into appropriate ones sections dealing with the supervisor/secretary relationship.

III. Slowness in Promotion.

The Task Force discovered early that there is much misinformation or absence of information regarding the operations of both the Foreign Service and the Civil Service promotion systems. This becomes quite evident after a reading of the questionnaire filled out by secretaries as well as from the meetings the Task Force had with them. Foreign Service secretaries are promoted on the basis of merit (annual Selection Panels) and on the basis of manpower requirements for secretaries at the various levels. Availability of funds, in other words budgetary considerations, also affect the promotion process of Foreign Service secretaries.

Civil Service secretaries are promoted in accordance with the Department's Federal Merit Promotion Program. To be promoted, a Civil Service secretary must qualify for a job at the next higher level.

To put it another way, a Foreign Service secretary can be assigned to a job classified above or below his or her class without receiving either a promotion or a demotion in class or pay. This is the rank-in-person concept. The Civil Service secretary is classified by the grade of the job.

To create more room at the top, we have to look at the classification pattern in State. It calls for a GS-11 or FSS-4 secretary in a Deputy Under Secretary's office, a GS-10 or

FSS-4/5 in an Assistant Secretary's office, and a GS-6/8 or FSS-8/6 in an Office Director's office. A Chief of Mission at a Class I post rates an FSS-3 secretary, at a Class II post an FSS-4, at a Class III an FSS-5, and at a Class IV an FSS-6. These are all maximum ratings.

The Task Force found that the understandably rapid promotions of secretaries at the bottom of the scale led to expectations that this rate of acceleration would be maintained as they reach the higher ranks and to frustration when this obviously does not and cannot occur.

The low percentage rate of secretarial promotions in classes FSS-4 and FSS-5 is primarily due to the fact that the need for secretaries at these class levels is not as great as the need in other functions. The same is true in Civil Service grades GS-9/10/11. Another reason for the low promotion rate is that the attrition rate for secretaries in the upper grades has been much lower than in other specialties. Put another way, once a secretary reaches the upper grades of her profession, she is more apt to stick with her career than one in the lower grades, where the options are perhaps more numerous. It is rare that a secretary is willing to take a cut in grade in order to move into a different category of work. And once having been in the Department, many secretaries do not want to leave, even if other agencies offer greater opportunities.

Since one of the principal factors determining the promotion of secretaries, as well as officers of course, is requirement or need for the position; the pyramid is too small at the top. To use another analogy the funnel narrows down too rapidly and secretaries tend to remain—and this is even more true in the Foreign Service Staff Corps than it is in the Civil Service—lengthy amounts of time in class.

Since this pattern was obviously determined by the level of the supervisor, the question must be raised whether in fact this is fair and equitable to the secretary. Put another way, does a qualified secretary, who brings nearly all the tools of her profession to her job when she enters on duty, have greater responsibilities and more demands made on her by a Deputy Under Secretary than a Country Director? Does a secretary to the Ambassador in a Class III Mission, where she is likely one of two or at most three State secretaries in the entire Mission, have fewer responsibilities and requirements than a secretary to the Ambassador of a Class II Mission where she likely has the support of five or seven other State secretaries? From the chairman's own experience in Class I, II, and III posts, and with assignments in State as Country Director as well as in the Assistant Secretary's office, he would categorically answer that question in the negative.

Civil Service secretaries move faster but also find very few opportunities for promotion beyond GS-3. Add to this the criticism frequently voiced by Civil Service secretaries in the Department against the alleged "secrecy of the system"—no foreknowledge of upcoming vacancies—and you get some idea of the dimensions of the problem. On top of this there have been some management decisions in the past which the Task Force can only describe as regrettable. One of these was

the introduction of the Foreign Service Staff DES category. The practice of transferring Civil Service secretaries into DES has come to a halt. Other irritants voiced by secretaries are appointments of "political secretaries," as well as the use of interfunctional groups for promotion purposes.

The role played by the efficiency report was studied by the Task Force. The advisability of using a different efficiency report form for secretaries in the Foreign Service than that used for officers was debated. Opinions were sharply divided. The secretaries themselves voted on the questionnaire for a different report form by a margin of 6 to 4 but appeared to contradict themselves in responding to a later question that they felt their performance in the current report forms was accurately portrayed.

Although the chairman leans toward the view that one form used for all secretaries, Civil and Foreign Service, rather than the three in use now would be advantageous, he is prepared to accept the view of those members of the Task Force who argue on behalf of giving the present form more time.

The new form in use for FSS-7's and above contains the two elements which secretaries have generally demanded; that is, a place to describe actual performance as distinguished from job description, and the opportunity to add to or comment on the rating. Perhaps with some modifications and with clear and firm instructions to rating officers, the form currently used for FSS-7's and above should be given further opportunity to determine whether a fair and accurate portrayal of performance is achieved. The Task Force suggests that Civil Service secretaries be rated on the same new form.

When all is said and done, it's not the report form but the rating officer who determines the performance evaluation of the rated person. Additionally, the Task Force also recommends that the FS 315B form now in use for the staff support levels FSS-8 and below and GS-6 and below be revised to include the two important factors mentioned above; namely, a work requirement statement which describes the actual job and an opportunity for the rated person to comment both on the work requirements statement and on the rating itself.

Recommendations:

1. The Department should seek to make more room at the top. At the present time the number of positions available to secretaries at the GS-12 or FSS-3 level—the highest ratings of secretaries working for the Department—currently is 29, of which 22 are in the field and 7 in the Department.

The Task Force recommends that the Department examine the positions of secretaries in the Foreign Service serving Chiefs of Mission in Class I, II, III, and IV posts with the objective of determining whether in fact the job content and requirements are the same in all Missions. It is further recommended that the Department's positions

beginning with that of Country Director be examined for reclassification of secretaries and made more equal to that of secretaries working for higher ranking officials in the Department. This greater number of requirements for high-ranking positions in the secretarial profession will not necessarily mean that all of them will be filled by the highest ranking secretaries. It also should be added that if a secretary does not live up to the requirements, the position should not be lowered. Rather the secretary should be transferred and not promoted.

2. The Department should begin at once posting secretarial vacancies in the Department. All bureaus should be instructed to inform PER when a secretarial vacancy occurs or is anticipated. PER will prepare vacancy announcements, giving title, location, grade, salary, summary of duties, and minimum qualifications required. PER will post such vacancy announcements promptly in Main State and in all of its annexes. Applications for vacancies should be dealt with expeditiously and results reported back to the applicants.

IV. Upward Mobility.

Upward mobility or the possibility to leave the secretarial profession is a serious problem in that the opportunities for it are severely limited. On the other hand, most secretaries, in the experience of the Task Force, who chose the secretarial profession as a career are not thinking of leaving. Of secretaries who answered the earlier mentioned questionnaire, nearly half of those expressing some dissatisfaction with their jobs thus far—some 332 out of 845—said they were not considering leaving the secretarial profession. It is fair to say that the older and more experienced secretaries were almost unanimous against changing careers. However, a number of secretaries, both in replying to the questionnaire and in meetings with members of the Task Force, indicated for a variety of reasons desire to leave the secretarial profession and change careers. Nearly 100 of them applied for the Mustang Program. The limitations of the present Mustang Program, however, make this a narrow avenue open only to those Foreign Service secretaries who are in grades FSS-10 through 6 and Civil Service up to GS-9. Those secretaries who have advanced beyond these ranks and who happen potentially at least to be the most frustrated because of the slower pace of promotions at the higher levels find themselves locked into the secretarial profession with little chance of transfer into other—to them—more stimulating work.

Recommendations:

1. The Task Force recommends that the Department expand the Mustang Program permitting secretaries from FSS-5 through FSS-3 and GS-9 through GS-12 to apply for examinations leading to positions in the administrative, consular, and other areas.

2. The Task Force recommends that the Department use senior secretaries in the positions of counselor of secretaries, recruitment personnel on a broader scale than at present, and in the Inspection Corps.

V. Supervisor/Secretary Relationship.

The Task Force found that the supervisor/secretary relationship, both in the Foreign Service and in the Department, leaves much to be desired. Complaints of secretaries cover the whole range—from a supervisor insisting on having a secretary and then using her as a clerk-typist, poor management of time and thus abuse of overtime, complaints that supervisors leave a secretary idle for much of the day only to start giving assignments when regular hours are just about over, not sharing work with secretaries or giving them responsibilities which they could handily discharge, to undignified treatment or plain bad manners. Some supervisors stand accused by these secretaries of treating them as part of the office furniture, devoid of ideas on office policy; officers do not invite secretaries to staff meetings but blame them for mistakes that they themselves make. Forty-nine percent of all secretaries who responded to the questionnaire said they were *sometimes* consulted on office policy and procedures, 20.3 percent said never. Over half, 56.7 percent said they were sometimes asked for comments regarding running the office, 20.4 percent said never. Seventy-seven and one-tenth percent reported they had never been invited to staff meetings and only 3.7 percent said they were usually, while 6.4 percent reported they were invited all of the time.

Recommendations:

1. The Department should establish a code of conduct vis-a-vis secretaries which is no less stringent than that demanded of officers. Examples: Secretaries in the field should, without fail, receive the same treatment upon arriving at post as officers do, including complete briefings and introduction to all colleagues, including the Chief of Mission, and be given sufficient time to settle into a strange environment without being asked to sit at once behind a typewriter. Similar procedures should be instituted in the bureaus of the Department with the Executive Directors' offices having primary responsibility for the implementation of this policy.

2. The Task Force recommends that at least one secretary of each bureau and in each Mission should be included in staff meetings with responsibility for keeping other secretaries informed of actions of importance to them, having in mind, of course, the need for maintaining discretion regarding sensitive information.

3. The Task Force has already recommended a more intensive executive training program for officers.

VI. Recruitment.

The Committee on Recruitment examined the quality,

quantity, and timeliness of present recruitment efforts, the qualification standards, the impact of private industry on the Department secretarial force, and the Department's competitiveness with other foreign affairs agencies (AID, USIA, etc.).

The Task Force found that in general the Department appears to be over the hump insofar as the recruiting of highly qualified secretarial personnel is concerned. The Civil Service Commission examines candidates for secretarial positions in the Civil Service and Foreign Service of the Department. However, the Department requires higher test scores than those imposed by the Civil Service Commission. In addition, the Department also requires greater experience for Foreign Service applicants. Greater attention is being paid to the verbal scores of candidates and only those with good to excellent are considered.

The Task Force found that as the result of a management decision some years back, the Department suffered one of the longest freezes on hiring secretaries, which, when it was lifted, resulted in the hiring of some clerk-typists (who later, by being already "in the system," would find themselves as secretaries) at minimum or below minimum qualifications. Until such persons are trained to meet the high standards the Department requires, there will be criticism of Civil Service secretaries.

Nothing in these observations should be construed to mean we favor the institutionalization of job ghettos for minorities. In fact, we see this as an area where management must assume an even more mandatory obligation to institute increased training opportunities for the clerical function, and a strong institutionalization of an adequate means of "upward mobility" from clerk-typist to senior secretary.

The Task Force found that, given the budget available for recruiting secretaries and personnel available, there is little to criticize. True, in past years government jobs were perhaps more appealing than they are today. More of the Department secretaries came from outside the capital than today, at least as far as the Civil Service is concerned. But a certain amount of recruiting out of town happily continues. At one time the Department maintained five field recruiting offices; today there are none.

One of the more critical needs in recruiting for State is better and more professional recruitment publicity. During the current fiscal year there have been no personnel at all in the recruitment publicity section. If there were more recruiters to do the work, greater interest could probably be created in small colleges in the United States, in particular, in employment as secretary in the Department or in the Foreign Service.

Our greatest loss among the better qualified applicants occurs because of delays in making firm offers of employment. It takes on the average 6 months between first contact with the employee and entering on duty. This is principally due to the length of security clearances, averaging 3 to 4 months in State. Since private industry can and does hire

almost instantly after interview we are not competitive in this regard and must rely on the candidates' willingness to wait. Incidentally this appears to be less of a burden in hiring Foreign Service secretaries, which suggests that applicants for the Foreign Service are more serious in careers or at least able to wait longer since they are generally already employed. One other unfortunate result of the long delay in hiring is that the burden on SY grows, since a larger number of applicants are submitted for clearance than will be hired in order to take into account the inevitable fallout.

Recommendations:

1. The Task Force strongly recommends that as a matter of policy no freezes should ever be instituted on the hiring of secretarial personnel, since we will surely continue to need better qualified secretaries both in Washington and in the field. The experience of the years 1969 through 1972 left consequences for the secretarial corps in Washington which are felt today and will continue to plague us for years to come.

2. The Task Force believes that those selected Civil Service applicants who conform to the criteria already established for appointment to the pre-assignments pool—a device to offer immediate employment to qualified support staff applicants in the nonsensitive, shortage categories who would otherwise find other employment where lengthy pre-appointment investigations are not required—be offered immediate appointments without having the full field investigation completed. The risks, as demonstrated over the past 3 years, are negligible.

3. One Task Force recommended that greater attention be given to helping new employees to adjust to a new environment by providing counseling (if and when requested), as well as better housing service for "first timers."

VII. Training.

The Department at the present time provides limited opportunities for further training to secretaries and has apparently failed badly in communicating to its secretaries information about even these limited programs. To recruit and retain secretaries we need to have a viable and well-publicized training program.

Language training is important to both Foreign and Civil Service secretaries, but especially so to Foreign Service secretaries where language skills are beneficial as they adapt to new surroundings and strange ways. Over half of the Foreign Service secretaries urged that they be given language training at home prior to departure for their posts. Their letters stressed the fact that they frequently had to handle the telephones and deal with host officials far more than officers. They needed that ability to communicate with the people of the country of assignment, to improve on-the-spot performance, and to increase the pleasure and satisfaction derived from overseas assignment.

Parallel with this interest in language training was interest expressed in area studies which would increase the usefulness of the secretaries to their Missions and the Department.

Orientation training for Civil Service secretaries is currently inadequate. It apparently does not provide them with the required skills to deal with the latest equipment in general use in the Department and overseas. Refresher training at FSI in departmental procedures, forms, style, shorthand, etc., is either nonexistent or inadequate at the present time. There is also a continuing need for highly skilled secretaries to work at conferences and on temporary duty in connection with high-level visits. In order to supply skills needed for such duty, secretaries skilled in advanced shorthand, transcription, and typing at high levels of achievement should be available.

The Task Force found also, that it was not only the secretaries who would benefit from training programs. Responses to the questionnaire registered discontent with the general treatment of both Civil and Foreign Service secretaries by their supervisors and a feeling that their efforts were taken for granted and not recognized as an important contribution to the work of their offices. A general complaint about supervisors was, "They don't know how to use the skills and talents of a secretary." The Task Force has earlier made the recommendation that training courses for supervisors be established at FSI.

Recommendations:

1. A post-by-post inventory should be made by the Executive Director of regional bureaus to determine secretarial positions which require knowledge of local languages and training provided by FSI in Washington to personnel assigned to fill them. In preparing such an inventory the posts are requested to consult the secretaries at the post regarding their needs in this respect. Full 5-month courses in world languages should be provided for secretaries. For hard languages FSI could develop a 3-month course which could give at least basic familiarity with the language and an ability to cope with many of the situations encountered when working and living in a foreign country. Civil Service secretaries who have indicated an interest in learning a foreign language should be encouraged to take early morning language training at FSI and credit recorded in their personnel files if the individual reaches the required level of competence.

2. The Task Force recommends Foreign Service secretaries be assigned routinely to area studies as soon as they receive overseas assignment. Interested Civil Service secretaries should be allowed to attend area study courses.

3. The Task Force recommends that an increased orientation program for newly employed Civil Service secretaries, lasting 5 consecutive days, to take place no later than 10 days after entry on duty, be established. Such orientation training should include technical instruc-

tion in the use of the Optical Character Reader (OCR), Magnetic Tape Selectric Typewriter (MTST), the Savin system, dictaphones, and any other equipment in general use in the Department.

4. The Task Force recommends that additional refresher training be provided at FSI to include briefing on changes in styles, practices, stationery, brush-up courses in shorthand, and briefing sessions on administrative changes.

5. The Task Force recommends that in order to supply skills needed for work at international conferences and on temporary duty in connection with high-level visits, courses in advanced shorthand, transcription and typing be made available at FSI to those secretaries applying for such duty.

6. The Task Force urges the Department to assure that all personnel officers and counselors, in the Department and at Missions overseas, and secretaries everywhere should be comprehensively informed regarding the training opportunities available to secretaries.

7. Supervisors should be urged to grant secretaries the same opportunity for training as is accorded officers.

VIII. Assignments.

The Task Force concluded that there are no fundamental flaws in the present assignment systems that call for drastic remedy. To be sure some misassignments occur, but taking into account that assignments are made to over approximately 300 foreign establishments around the world, as well as throughout the Department, this is inevitable. The Task Force did feel that there are areas where the communication between those making the assignments and the individual secretary can be greatly improved. In the Civil Service, of course, the secretary in most cases moves only to another assignment when it will mean a promotion to do so.

Recommendations:

1. The Task Force recommends that at the same time that Foreign Service secretaries' names are listed on the panel book for reassignment in the 6-9-month future period, personnel offices should ascertain that the secretary has been contacted recently, and if not, a letter sent to the secretary soliciting her views and preferences, and in some cases if necessary make use of the telephone. This recommendation is currently being put into effect.

2. In those instances where unmistakably a misassignment is evident, allowance should be made for early transfer without prejudice under conditions spelled out in advance.

3. Counselors should be made to play a more significant role in the careers of secretaries. More on that in Section X.

IX. Technology and the Secretary.

Having examined the use to which private industry and

certain sectors of the Department have made of technology in the tools of the secretarial profession, the Task Force recommends that a steering group under the chairmanship of the Assistant Secretary for Administration, and consisting of the Executive Directors of the bureaus and three to four senior secretaries, coordinate a modernization program in all areas of the Department for automatic typing equipment and dictating units. At the same time the Task Force did not see a basis for State or any of its Missions abroad to attempt to reach a total word-processing system in the foreseeable future.

Obviously at the smaller posts where both the need for quantities of documents and the facilities for servicing complex machines are minimal, it would make no sense to institute such operations. At the same time, it probably makes sense to teach officers to make greater use of dictating equipment in order to permit fewer secretaries to engage in more actual secretarial work and thus feel less underutilized. It also should be possible with the use of call-director telephone systems to have one person handle the telephones of as many as 12-15 officers. As the Committee on Private Industry and Technology noted, it makes no sense to recruit fully qualified stenographers and not use them. It makes more sense to get people dictating as a time-saving measure on electronic equipment, and this will inevitably lead to a decline for the need for standard stenography. It does not make sense to allow technology, however, to make secretarial work more oppressive, adding to boredom and frustration.

X. Personnel.

This study would not be complete without a word about the personnel system. The Task Force believes that a good many of the problems raised and faced by State's 2,000 secretaries can be traced to actions or inactions by the personnel offices. This is said without prejudice to hard-working personnel who are performing personnel functions both in the Department as well as in the field.

The chief problem is that personnel offices have not achieved an effective dialogue with secretarial employees. This failure to talk in candor and frankness with secretaries begins when the secretary enters on duty (insufficient orientation), continues while the secretary is on the job, and affects the whole counseling process. Secretaries have repeatedly told the Task Force they did not know to whom to turn for advice in the Department. For instance, very few secretaries are ever made aware that the office of Executive Director in each regional bureau has personnel available to provide up-to-date information regarding the shipment of effects, current conditions at a post, the importation of pets, etc. In addition, secretaries are hardly aware of the existence of counselors. A look at some of the pertinent questions on the questionnaire supports this thesis: "Are counseling services satisfactory?" 80 percent—no, 20 percent—yes. "Are counseling services very good?" 94 percent—no, 6 percent—yes. "Do you see your personnel officer?" 20 percent—never, 38 percent—seldom, 20 percent—unaware one available.

The Task Force has learned of instances where callous indifference in treating personnel actions that affect secretaries have occurred. One secretary at a post receiving no Wireless File reported that she had confirmation of her promotion only after she began receiving letters of congratulation and her post queried the Department. Another had her promotion confirmed 2 months after the actual promotion after post intervention. This led the Chief of Mission of this post to write to the chairman of the Task Force

"... I hope there will be an attempt to put the 'person' back into Personnel and ensure that once virtue has been rewarded it is also notified."

The present personnel system is failing to motivate; it also is failing to foster a realistic attitude on the part of many secretaries toward their profession and what promise it really holds for them. Communication of the system is not only failing to convey good news (of which there may be precious little), but in the words of the Committee on Assignments it is also failing to convey bad news which the employee should clearly understand whether it be with respect to lack of assignment opportunities in the Civil Service, or the reasons for shorter promotion lists in the Foreign Service.

The Task Force concluded that the Personnel office can and should move expeditiously to solve many of the problems that exist, but secretaries themselves too can help. A secretary, as one committee of the Task Force noted, who feels her talents are not being used, can make this known to her boss or bosses while at the same time offering recommendations toward solving this problem. Even the most skillful sympathetic counselor cannot satisfy an employee who believes he is qualified for a position where everybody else disagrees, or where there is no understanding of the old principle that as you move closer to the top, the going gets slower and for many it comes to a halt before the top is reached.

Recommendations:

1. The Task Force believes that as a priority project the Office of Personnel should be examined in order to establish greater communication among the various offices of personnel and achieve better rapport between personnel offices and the secretaries serving in the Department and the Foreign Service.

2. The Task Force recommends that the counseling in the Department be overhauled with the view of giving the counselor a strong and well-publicized position vis-a-vis the secretary. In the case of the Foreign Service, counseling and placement functions should be combined. Frequent and direct contact should be maintained by counselors with all secretaries.

3. The Task Force urges that the individual secretary be made aware of the existence of personnel offices through continuing contact by letter and phone and not simply through the news media or Department Notices.

4. The Task Force urges that personnel offices establish procedures whereby secretaries are notified promptly and directly of all personnel actions affecting them.

CONCLUSION

The foregoing is a synthesis of the findings and recommendations of the Secretarial Task Force as prepared by the chairman. For a fuller understanding of the problem and an elaboration of the recommendations, the chairman urges the reader to study the separate reports.

Before writing *finis* to its work, the Task Force has a final recommendation to make to the Deputy Under Secretary for Management and that is to see to it that these recommendations are implemented promptly and that an officer or officers of high rank be assigned to make periodic reports on the implementation of the recommendations of this Task Force. This will help to assure the Department in continuing to have a gifted secretarial corps in years to come.

In conclusion, the Task Force is convinced that the Department will continue to need highly qualified, motivated people to perform secretarial work. We have such a corps of secretaries now. If there is one thing that emerged loud and clear from the responses of the secretaries in State to the setting up of the Task Force, it is that we are fortunate to have such a talented group of people serving as secretaries in Washington and in the field. They are versatile, they exercise initiative, they use judgment and make decisions, they also make sacrifices. Most enjoy being secretaries but many find neither their jobs nor their supervisors living up to the talents they bring to them. They want neither to be status symbols nor handmaidens of the boss but do want to use their minds.

In order for State to keep this talented group of indispensable secretaries, it should look at this little-tapped reservoir of talent and see how it can better use it, be that as secretaries or in other responsible jobs. The timely implementation of the recommendations of this Task Force can be a good beginning.

Alfred Puhan
Chairman
Secretarial Task Force

January 27, 1975

Report of the Committee on Attitudes and Social Change

The Problem

"She's more than just a secretary."

Insult or Compliment?

Summary

The Committee on Attitudes and Social Change found this Task Force timely for two primary reasons:

1. Government bureaucracies are having trouble filling their insatiable demands for labor, yet within any organization exists a surplus of untapped resources. Can the Department afford not to use the services of all its employees?

2. The women's movement and the push for human dignity demand a reevaluation of traditional roles and recognition of the fact that women can no longer be considered a surplus in the labor force.

The recommendations cited in the FUTURE portion of this study should not be interpreted as "final." The process of changing attitudes, which is inherent in social change, is an ongoing one and will require constant review and updating of the recommendations.

THE PAST

Everyone pretends it's a mystery: What are you girls talking about?

Six out of 10 American office workers are female and the vast majority are in secretarial positions. This has not always been the case. At the turn of the century, as office work became more complex, management hired male clerks to do accounting, correspondence, and to supervise the offices. These clerks generally identified with the managers, though few became managers, and they were empowered to do business on behalf of the boss. It was only when the demand for office workers outstripped the supply that the field opened up to women. It is difficult now to imagine that shorthand was originally a male skill. That shorthand eventually became "something for the girls" also meant that the clerk's job could easily be done by a woman. To disarm any male fear of new competition, the office structure was readjusted and careful distinctions were made between women's and men's work. More important, women were offered and accepted less money and opportunity. Once women entered this labor market the promotional paths changed. The male clerical jobs became an express promotion stream; the jobs available to women became what is the case today—dead-end jobs. By 1930 the "office girl" had become

commonplace. Her work was supplementary and custodial, it was low in status and in pay. Her value and esteem then became dependent on the importance of the boss; the more important he was, the more worthwhile her service.

A professional/nonprofessional caste system arose in offices. Since men on the lower levels suffered severely from female competition, they moved into jobs that would now be called managerial. They entered the offices with fancy titles such as "administrative assistant," "management trainee," etc., and they were pushed up the administrative/managerial ladder while female clerks remained in their original jobs. The gulf between the "managerial" (mainly men) and the "generalists" (mainly women) widened and created stratification of women in offices reflecting the class structure of the society that produced them. This class structure prevented most women from advancing to executive positions and they were expected to remain in the same positions indefinitely.

There arose also considerable status in having a secretary. A possessiveness as witnessed in the term "my secretary" or "my girl" developed. Behavior toward women in the offices resulted from paternalistic attitudes which became evident when the discussion concerned "what to do for them" and "what is best for them." (The boss as patriarch pervaded even the most mundane exchanges: "Good morning, Mr. Smith"—"Good morning, Mary.")

This paternalism and benign neglect grew to great proportions, and these attitudes were evident in Department actions even in recent years. In the Report of Task Force III, Personnel Requirements (*Diplomacy for the 70's*), one of 20 pages was devoted to clerical staff. Even this one page did not focus on any of the serious existing problems.

On the other hand, in reporting on junior officers the report stated "Too often ambitious younger officers are made to do routine work. The underutilization of a body of talented and highly professional men and women... is paradoxical and harmful." That they did not consider underutilization of secretaries harmful (as became evident in our studies) is also paradoxical.

Department memoranda shown to this Task Force alluded to a "secretarial shortage" and recommendations to alleviate the shortage were verbose and redundant, but no effort to analyze existing problems was made. One memorandum in fact cautiously called for a study of "misplaced resources" (offices with secretarial vacancies and some offices fully staffed with overqualified secretaries), but cautioned the Department to tread lightly on this most "sensitive suggestion."

In 1963 the Department printed a book, *The Department of State—A Report to the Citizen*. Secretaries and other clerical staff rated one small paragraph which was not even in

the section on personnel but rather on "women." However, there were two full pages (with pictures) on Foreign Service wives.

Hailed by secretaries as an advancement was the Policy on Professional Standards and Status of Secretaries, otherwise known as the Bill of Rights for Secretaries issued in March 1973. The Department as the first government agency to issue such a policy is to be commended. However, the reception by supervisors of this policy is sad and it is only policy, not practice.

The term "secretarial shortage" is heard daily, but obviously the Department has never consulted its secretaries on this problem. In testimony to this Task Force, secretaries cite many examples of lack of work and/or underutilization of talents and skills; current practices still treat secretaries as a labor reserve.

How then can secretaries be convinced of their importance to the overall functioning of the Department when the Department has not been convinced of the importance of secretaries? Does past experience justify the present apathy that is reflected in comments to this Task Force?

These observations and statements of facts are not cited to create the impression that only the Department is guilty of these attitudes; even outside studies of private enterprise allude to a difference between a "professional woman and a secretary."

THE PRESENT

Communications

I have yet to have one supervisor talk to me about office policies and procedures except to say which was the IN box and which was the OUT box.

Would office management be improved if two-way communication freely existed between supervisors and secretaries? Is it unusual for secretaries and supervisors to confer about office management and efficiency or to share knowledge? Often the main link between them is the supervisor's "out box," an often cryptic and illegible one-way communication. Moreover, such communication is usually limited to just enough information to enable the secretary to function as an automaton. In cases where there are no formal office arrangements, it is usually because of lack of communications between the supervisor and the secretary. When two or more supervisors share a secretary, often each thinks his or her work is more important than the other's, leaving the secretary to establish priorities.

Because open communication does not exist, delegation of work and responsibility cannot exist. Most supervisors know they should delegate work and responsibility to a secretary, and most think they do it, but few really delegate to the extent they should. Many secretaries see this refusal to delegate as tantamount to a vote of lack of confidence. (Indeed if they studied their habits many supervisors would

be surprised to find they have been doing purely clerical or administrative work themselves.)

The communication which does occur is often fraught with game-playing and maintenance of stereotyped roles. The secretary must not appear to confer as an equal. It is also the rare secretary who will advance suggestions even if she knows a way things can be done better. This kind of interaction prevents them from collaborating as colleagues. The cultural myth that they are not equal fosters quite different priorities. Supervisors tend to see secretaries as working "for them" rather than the both of them working for the Department. Some regard secretaries more as personal handmaidens rather than as fellow professionals who perform important functions that complement their own.

Too often supervisors judge a secretary as "good" if what she does helps THEM personally regardless of its bearing on good office management. They do not view as helpful her displays of independent intelligence and judgment, unless they are camouflaged in ways that enhance their self-image and authority.

While these attitudes are fairly straightforward, the attitudes of secretaries toward supervisors are more complex. On one hand, secretaries have largely internalized their role as deferential subordinates. They see their work as supplementary to the main work of the organization. But they have internal motivations which strongly challenge this attitude—they want to be professionals, to use their skills and intelligence and to be respected members of the team. These two sets of motivations come into conflict.

A Secretary by Any Other Name . . .

It is discouraging to be expected to perform merely a typist job when one has chosen the secretarial field as a career.

I like being a secretary—I just don't get the opportunity very often.

A comparison of most male and female attitudes toward the secretarial job reveals a difference in definition. Secretaries with specialized knowledge and skills are hired but are restricted now to exercising their fingers, and the Department is now caught in a vicious cycle. Secretaries make up the Department's biggest labor reserve. That labor force is, in fact, very expensive. That most supervisors consider secretaries as mere extensions of typewriters (with no other purpose in the office) has brought us to the present nightmare that exists. The vicious cycle of treating secretaries as "just typists" who must be kept busy has evolved into a paper factory; and if Parkinson's Law works well enough in an old-fashioned muddled office, in the new streamlined one it goes beyond a joke. Secretaries are being increasingly burdened with "make work." The stories of a secretary typing a document 10 times (clean-draft mania) until it is flawless, or the boss finally has his or her thoughts in order,

the hours of frustration and the files of neatly typed reports all copied from perfectly legible originals are all monuments of busy work!

Why does the Department recruit experienced secretaries to do work they did when they first started working? A typical reaction of such secretaries is, "I know there are many details I could help my supervisor with . . . instead he assumes I'm not capable and does them himself." It is even debatable at this point whether or not the Department needs all the secretaries it has, considering the fact that the gut secretarial work is being performed by supervisors or other employees. Most supervisors justify "using" their secretaries as typists by resounding: "Somebody's got to do it!" Is it even true that "somebody's got to do it"? Some estimates say that as much as 50 percent of the secretary's time is wasted. Technology even has another side of the coin. Whereas before officers shared copies of documents, the Xerox machine means that every person can have his or her own copy not only to be read but to be filed. Some supervisors find it important for a secretary to keep up the appearance of being busy by typing endlessly lest someone accuse them of having idle secretaries as a way of denigrating their importance.

The search for perfection has brought us to this cycle. If secretaries' skills, talents, organizational ability, and intelligence are underutilized, who is performing the secretarial work that is so necessary in any office?

Officers doing secretarial work are constantly calling upon the secretary's experience to fulfill their tasks, but rarely recognize the fact that the secretary could more easily do it herself.

In the beginning fancy titles such as "staff aides, staff assistants, executive assistants, administrative assistants" enabled men to join organizations without bearing the so-called stigma of the title "secretary." These titles are still with us.

High-level officers have two assistants—one male and one female. The male handles matters of protocol, administration, personnel, and other clerical duties, while the female does the usual office housekeeping. The "creaming off" of these jobs into separate categories and giving them different titles is evidenced by a quick perusal of the organization chart of the Department's telephone directory. All staff assistants are male (with one exception) and all personal assistants are female. It has been pointed out in many instances that in the absence of the staff assistant, the personal assistant or another secretary in the office can easily fill that job, but not vice versa. One wonders why the secretary can fill that job temporarily yet cannot aspire to it permanently. Surely there is a better way to train officers than having them do the jobs that help to make a secretary's position interesting.

Handmaidenship

As an executive secretary in private industry I was treated and respected as a contributing member of a working team—as a Department secretary I often feel like somebody's servant.

The following are quoted:

From Supervisors:

I need a secretary to fetch coffee, wear short skirts and smile charmingly, and lie through her teeth when necessary to protect me.

Women's work has always been to serve men.

A secretary is supposed to relieve me of personal chores to enable me to devote my time to important business matters.

A good secretary should be attractive, lively, well-groomed and obedient.

From Secretaries:

I am expected to see the Director is fed at noon.

It is hard to decide whether at any one time I am an office wife or an office household servant.

Much of my time is spent washing coffee cups.

A secretary is as near to being an indentured servant as can be found in modern society.

I have been expected to handle the boss's golf business; the wife's (and in two cases the mother-in-law's) shopping; all the household business, such as dealings with the phone company, bank, and car repairs; and even the family laundry and dry cleaning.

(Similar comments have been received about checkbooks, personal income taxes, personal correspondence, and personal chores for wives and children.)

Every day in many ways some secretaries are made to feel that they are inferior. It must be pointed out that this is done with their "consenting silence."

Secretaries as Status Symbols

A secretary is a boss's status symbol. The more her duties are limited to his or her requirements, the greater her value. The secretary who works with three or four supervisors is a utility model and is considered of lesser value. Most duty secretaries are also status symbols—to be there "just in case." Now that overtime regulations are being honored at some posts, many, rather than pay a duty secretary, will eliminate having one. (One small step for the Department but a giant step for secretaries.)

Besides personal chores the secretary's status is elevated by such necessary characteristics as "young, attractive, meek, composed, protective," and other choice comments relating to sex. Indeed it has been suggested that secretaries should even pretend that mistakes are their fault, (supervisors' egos

are apparently more important than their grasp of the truth). There is a conflict between the desire for a young, attractive secretary and an efficient one. "What we really need is a 25-year-old secretary with 20 years of secretarial experience."

Current Discouragement

The Department is indeed fortunate that some secretaries have elected to continue in the secretarial field in spite of various discouragements.

The Department as Saboteur

Many institutional and individual attitudes have been permitted to result in actions that are discouraging to secretaries. Rank limitations, slowness of promotions, limited advancement opportunities, unnecessary overtime, underutilization, and inability to enroll in training not specifically job related are all discouraging to secretaries. More important, it is the way the Department encourages its secretaries to leave the secretarial field to eliminate the above, plus add dignity, professionalism, the opportunity to utilize their intelligence, and more training. Indeed many secretaries are counseled by peers and counselors to consider entering other fields if they are interested in advancement or recognition. Supervisors of these excellent secretaries shout with glee, "She's more than just a secretary." Women who then manage to change fields are expected to feel enormously "grateful" for the privilege of "doing something interesting."

If the above sabotage doesn't engender enough hostility there are other practices that contribute to it. The secretarial occupation demands more versatility, judgment, and decisiveness than many other occupations, yet secretaries are paid for whom they work, not for what they do. Secretaries have also been losing status. What was once considered a "career ambition" is not considered by some as attractive today. Indeed many feel that if secretaries were sufficiently educated, capable of assuming responsibilities, using initiative, ambitious, etc., they would not be content to be "just" secretaries. Few imagine that they like being secretaries, as long as they are professional women, in professional jobs, in professional offices, and not errand girls.

Hostility is also generated every time a woman berates another woman because she is a secretary. It is primarily the anti-secretary (or nurse) attitude of some feminists that causes the hostility. When secretaries say, "I'm not in favor of Women's Lib," they are saying, "I don't understand why they (feminists) don't like me." Their only contact with such women may well have been in the office where they were either scorned and patronized by a woman who has made it and shows no understanding or sympathy for the real issues and injustices in the secretary's life.

Many supervisors interviewed expressed their dependence on secretaries, their respect for them, their extreme value and their personal liking for them. Most revealing were their

comments that followed these sentiments of admiration. While secretaries expressed problems, supervisors did not see them as critical; where secretaries tried to instigate new procedures, supervisors saw no resulting difference; while secretaries feel that additional and updated training is a continuing necessity, supervisors see no difference between a typist and a secretary.

One secretary wrote:

It is discouraging for secretaries to see what a small number of them get promoted each year compared to officers in other functions. If the secretary's function is less important, why do they seem to be called upon to work the longest and most irregular hours? Why is their absence even for a day a greater cause for general consternation than that of any other employee? Also, something wrong with a system where secretaries are rated by supervisors who don't have the slightest idea what a secretary's job is.

Other Demeaning Practices

I am happy we can send these directly, especially since our Ambassador thinks the Task Force is a big joke and the Personnel Officer asked to see all questionnaires before they were submitted.

Most secretaries feel having a "Secretary's Week" is undignified, demeaning, a pat on the head, an eyewash, childish, paternalistic, and the majority of secretaries expressed the preference to be treated as a real person all year instead of just one week.

Many secretaries are cavalierly donated or traded, often without consultation.

Discrimination

So widespread and pervasive are discriminatory practices that they have come to be regarded as normal.

If the secretarial supply seems to be dwindling, maybe it's due to something other than perversity on the women's part. Maybe they are not being offered a very attractive deal by today's standards. How much of the present discrimination practiced today is based on past attitudes?

Many supervisors think that requests for leave time are an imposition which in any case should be granted at the officer's convenience. Many officers will think to write letters of commendation for fellow officers but not for secretaries (the "professional's" (sic) career is more important than hers is). However, admitting to sex prejudice these days is becoming the same as admitting to racial prejudice; only to be done in secret in sympathetic company.

Tangible discrimination runs the gamut from Washington supervisors who say that they prefer Foreign Service secretaries because they are better qualified to others who state they prefer Foreign Service secretaries because they are usually single and don't mind working more overtime. By stating such preferences these officers give the impression that they want white secretaries rather than black ones. The

fact of the matter is that there are many excellent black secretaries in the Civil Service as well as in the Foreign Service. Secretaries, like officers, come in all colors. And it is against the law to discriminate because of race, creed, color, sex, national origin, etc.

Many Civil Service secretaries do not get timely Evaluation Reports; "can't" (read won't) be released for training.

Overseas the discrimination is not so subtle: it is practiced in the areas of housing, furniture, allowances (weight and financial), training, overtime, special assistance from the post in settling in, etc.

Why does a junior FSO who is staff assistant to an ambassador have diplomatic status but a senior FSSO who is secretary to an ambassador does not? Why are wives of FSOs taken around by the GSO and shown houses and staff employees are not? Why are small quarters reserved for secretaries and women communicators?

Discrimination against the single secretary overseas is blatant. A single, female secretary has three strikes against her. Her need for decent quarters is as serious as any other person's; her need for sufficient, adequate furniture is as basic as any other employee—including married employees; her need for a private life outside of the office is inviolable, yet some comments from supervisors do not recognize these needs: "She's not married so she doesn't have any reason to leave the office at closing time." Some single secretaries are expected to work longer, take holiday duty or give up holiday vacation plans so that married secretaries can be with their families.

The status ranking of secretaries in the Department has pervaded every aspect of its treatment of them. If it is not overt discrimination, such as the granting of allowances, it is covert condonation. One secretary reports, for example: "Although I must do my shopping in the commissary on my lunch hour, I have been made to wait while the wives of 'ranking' officers have been taken care of first."

Conclusion of the Present

If the Department is outraged that some secretaries are rebelling at these practices, it is worse for the secretaries who are finally demanding equal treatment and fairness, and now may find that they may have sold themselves at discount rates.

THE FUTURE

Shutting out any group stifles its urge to contribute, depresses its concept of self-worth and ultimately discourages the striving for excellence.

Virginia R. Allan
A Matter of Simple Justice

Untapped Resource

Can the Department afford not to use the services of all its employees?

Government bureaucracies are having trouble filling their insatiable demands for labor. Yet within any organization there exists a group of talented, willing, and versatile employees who are an untapped resource, though disregarded. (One example of this versatility: one secretary reported that she was acting regional security officer for 4 months.) Only a real surplus can be so disregarded! If in fact there is no surplus and if in fact we can't afford a surplus but are still demanding one, it could possibly be that the Department and other institutions are in a state of lost equilibrium. *How can the Department mesh its talents with its needs when it is not even too sure what its talents are?* Is the Department overrating the complexity and capability of its officers, yet systematically underrating its secretaries?

Present office structure is based on preconceptions of the past instead of a realistic appraisal of the future. Each office, indeed every supervisor and every secretary, must look at those functions which should be reorganized, including a close scrutinization of all positions at the staff level which should include a reallocation of responsibilities. Secretaries do respond to stimuli like "responsibility," and they are willing to share it. There should be programs for people in place; through training and counseling all talents and skills can be utilized. The objections may be formidable and Department managers must be convinced that it is to their future advantage. Permitting qualified secretaries to aspire to staff-level positions, presently denied them, should open up advancement opportunities for secretaries to the FSS-1 and GS-15 levels.

New Generation

Secretaries today are not being trained to fit smoothly into the traditional pattern of medieval subservience—they will be more resentful than ever if this is foisted on them.

We cannot tackle this problem by pretending that it doesn't exist! One way a true secretary can be selected from a mass of office workers is that she describes herself proudly as a secretary. A woman using the job as a springboard will avoid using the term—indeed some will denigrate it.

Some supervisors will not readily let go the orientation that the secretary is an unbright handmaiden whose reason for existence is to carry out their orders. At the same time, the more aggressive and independent women who enter secretarial work will believe in and try to make use of their skills, judgment, intelligence, and creativity.

A good typist may be content to do nothing more than type and answer the phone, but a good secretary will be frustrated and demoralized in such a job. Unqualified or incompetent secretaries may come to rely on personal appearance, domestic-related work, and "cuteness" to

substitute for the lack of skills and professional confidence. Competent secretaries will be appalled by these tactics.

Another crucial question is whether the new generation as well as the old will organize and work together to produce changes in the relationship that will free them to contribute to their fullest capacity as skilled professionals. To start to do this they must stop putting each other down. Today there are women struggling to escape secretarial jobs. There are also women (people) aspiring hopefully to just such jobs. The one group is not ungrateful nor the other misguided; they are simply in different situations.

Open Communications and Interactions

The old dictum about a body filling a slot has no place in a modern employee/management relationship.

Would office management be improved if two-way communications freely existed between supervisors and secretaries? The prognosis looks dim. Secretaries who are trying to professionalize and adopt expanded roles are encountering frustrating obstacles. Probably the greatest barriers to an expanded role are attitudinal, the uneasiness of the supervisor to relinquish functions or to assign functions to her that he or she would normally give to another officer. The term expanded role refers to the secretary's potential for performing functions which have not traditionally (sic) been considered within her domain.

Problems of communication revolve around perceptions of various roles. Responsibilities of supervisors and secretaries are often defined in traditional terms, and people find it difficult to alter these definitions. Different perceptions of their roles as secretaries may also interfere with communications among secretaries.

For the caste system to disappear, the feeling may soon have to be "we're all in this together" rather than "whom do we look down on today." But old ideas die hard and people continue to believe that those "below" them "understand only one language." Generally that language implies lack of trust, tight external control, lack of respect and even hostility. Many supervisors believe that the secretaries respond best to specific, simple directions and that it is not necessary for them to understand much about why the directions are given, nor do secretaries have much of value to give in the way of information. And many secretaries meekly submit to the arbitrary demands of those in authority above them, all in the name of a level of efficiency that rarely materializes. Indeed many supervisors' concept of the leader is one who tells them what to do and checks up on whether or not they do it. Whatever the attitudes or feelings of each may be, secretaries do not really know them unless they speak with supervisors at some length. But how many secretaries (or supervisors) are prepared to flout tradition, break protocol, or act "unprofessional"?

If the Department is truly efficiency-conscious, it will be the first to dispense with the secretary as a status symbol.

Managers and supervisors must be made to believe that there is marked correlation between the productivity and efficiency of a supervisor and the attitude he or she has toward a secretary. True executives realize that good secretaries are indispensable to the operation of the office. These executives are productive; they have no time for picky details or foolishness of any sort; they do not waste the secretary's time by requesting personal favors; and they delegate increasingly important duties to secretaries as they gain expertise in the functional aspects of the office.

Who will initiate better human relations, better team spirit, cooperation, and communications? The current apathy causing a lack of these relationships is shared by supervisors and secretaries, and both will have to change their behavior toward each other. Guidelines for office management must be established for every working relationship; we must learn to criticize. Eventually, officers who feel that secretaries are necessary evils and resent the suggestion that they should be treated as professional colleagues will soon realize that effective delegation and trust will build morale and inspire initiative. *Every work method, and its accompanying attitude, will have to be reexamined, particularly those that contribute to an exorbitant waste of time and money.* Once secretaries are accountable and believe they can grow and be a member of the team, they can and will be motivated to contribute to better office management.

Is all of this not to the Department's advantage?

Behavior and Self-Value

We are most likely to see results if we deal with behavior rather than with attitudes. Attitudinal change will come, but it will follow behavioral change. Actions must be directed largely toward changing behavior.

Before the status of secretaries can be improved there has to be a reevaluation as to their roles as secretaries. This requires a total redirection of thinking from the top down. Until now we have exploited the secretarial profession and ignored its cravings for dignity and respect, and until now the profession has cooperated.

Among the various interrelated factors that affect the attitudes and behavior of supervisors and secretaries toward each other are their sex, race, social class, education and training, and their roles in the power structure. Because the overwhelming majority of secretaries are women and supervisors men, it has been accepted that the relationship should resemble dynamics in our society in general. Some secretaries internalize the lower esteem in which they're held and consequently don't fight to upgrade and improve their status. However, the combined effect of the women's movement and the push for human dignity will make a profound impact on the relationship in the near future.

If other occupations are seen as increasingly attractive alternatives to office work, how can we make office work attractive? Certainly not the status quo. However some jobs are defined, the fact remains that a lot of drudgery has to be

done in an office, and attempts to say that it's not important or valued simply erodes the position of those who have to do it instead of sharing it or thinking of creative ways to get it done.

Department managers must stop using "the secretarial shortage" as an excuse to send inadequately trained secretaries (i.e. language) to the field; must stop saying "not job-related" to deny training; must not permit supervisors to arbitrarily refuse to "release" secretaries for training (all of which is certainly offset by the perennial plea by secretaries of lack of work and/or underutilization); and must stop discriminating between Foreign Service and Civil Service secretaries for Washington positions.

Department managers must stop interviewing supervisors about secretarial needs without consultation with personnel affected. Because supervisors will not readily admit that secretaries are underutilized, interviews with secretaries are in order.

Also the suggestion that upgrading their positions through expanded roles or eliminating all discrimination based on rank, sex, or race would bankrupt the Department is insulting nonsense!

Supervisors can learn to treat secretaries, as well as all others, as adults. Nothing is as demeaning or as easily detected as being treated like a child or a mentally retarded individual. Secretaries can make decisions and can handle responsibility within the limits of their knowledge and authority. These limitations and responsibilities should be defined.

If secretaries want to help themselves and improve their status, they must stop being selfless and start being selfish. But first, they must believe that their cause is an important one. *If they do not think highly of themselves, how then can they expect coworkers to think differently? Being treated as a professional and a colleague is reciprocal.* We may not change attitudes overnight, but we can change behavior now. If secretaries want to be treated as professionals, they must act like professionals and demand to be treated as such even if they must refuse to be treated otherwise.

The Working Team

The idea seems to be that if you can type and take dictation, you are a secretary - this is not true.

Tasks should be assigned on the basis of who can best perform them, not on the basis of traditional job descriptions or functions. Secretaries belong in secretarial positions and true secretarial positions are not those where the interesting responsible work has been creamed off into separate categories with different titles. Supervisors who have had incompetent secretaries tend to believe that they are more

common than they really are and must realize that if they make assumptions based on presumed characteristics, they will discriminate. Supervisors at all levels must be taught how to work effectively with secretaries. (It is assumed that supervisors are already skilled executives and managers.)

Recommendations:

1. Reiterate and enforce the Policy on Professional Status and Standards of Secretaries.

2. Scrutinize all positions of a staff nature (staff aide, staff assistant, special assistant, administrative assistant) with a view to determining those to which secretaries may aspire, thereby providing an upward mobility ladder within the secretarial corps.

3. Reflect an appropriate grade on position descriptions for secretaries who assume additional duties or expanded roles.

4. Establish formal guidelines for office management (through open communications) for every office and for every supervisor/secretary relationship.

5. Dispense with all status symbols. Jobs which require clerk-typists should not be filled by secretaries (and vice versa).

6. Consult secretaries regarding their availability for training, assignments, or TDY details.

7. Establish FSI courses on "How to Work Effectively with a Secretary"; mandatory attendance should be required for all supervisors.

8. Stop discrimination based on personnel category—Foreign Service/Civil Service.

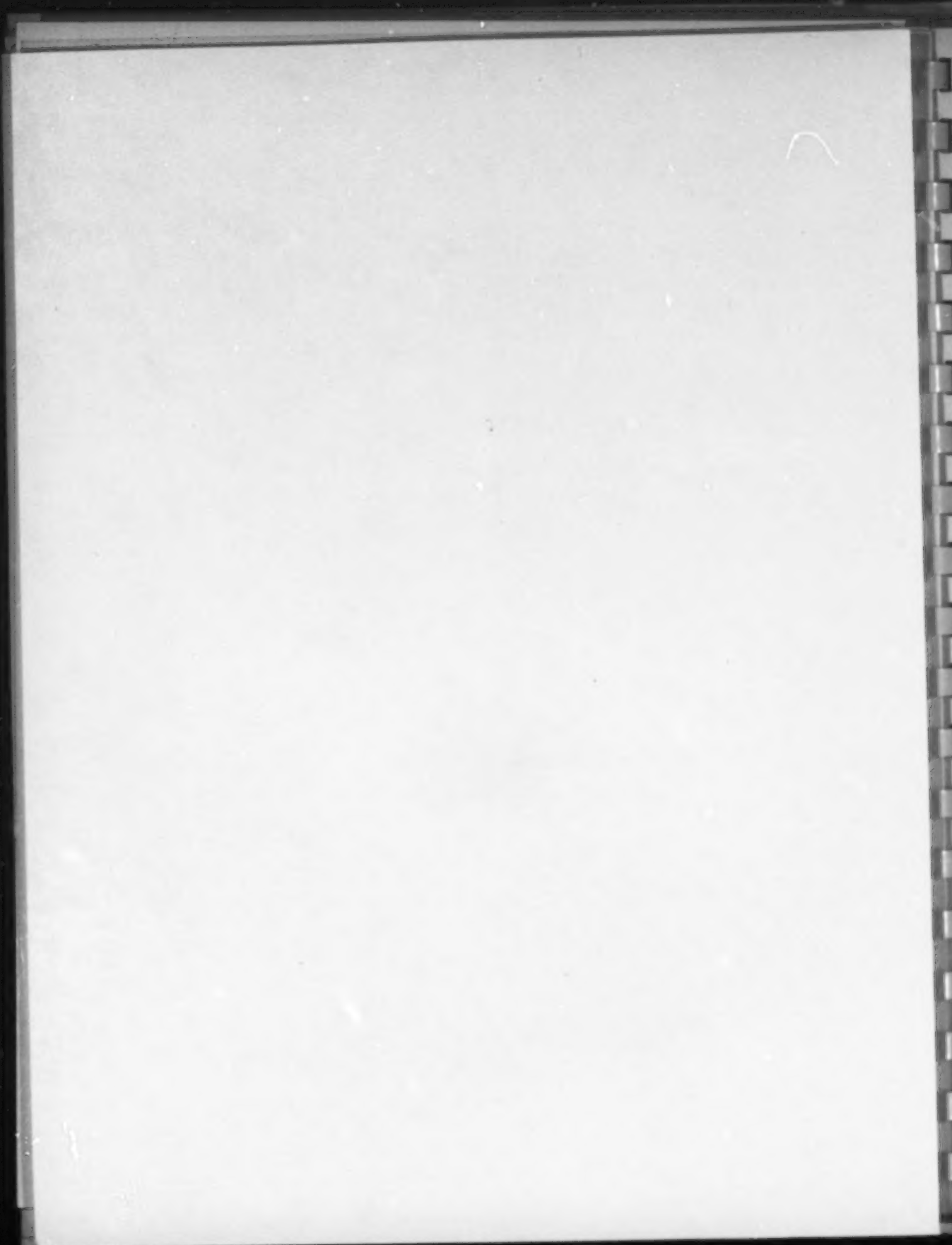
9. Stop discrimination based on rank and marital status in the areas of allowances and quarters. Devise methods to assure that staff personnel receive the same privileges as those on "Diplomatic Lists." In most cases overseas Missions can accomplish this within their own authority. In rare instances the Department may have to request legislation to insure this.

10. All recommendations made in the FUTURE portion of this study should be considered as having equal value as those nine recommendations specified.

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